

Wellness and the Employee Experience:
Council of University of California Staff Assemblies (CUCSA)
2022-2023 Workgroup Report

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Executive Summary

Employee retention has proven challenging to public and private employees alike, particularly as a result of The Great Resignation. Combining the 5,000+ staff vacancies in the University of California systemwide, with the University of California's multi year framework – UC 2030 – a three-point plan on how the University would strengthen California as outlined in this report (University of California, 2022), creates disproportionate stress and undue hardship on staff, and increases the rates of burnout. While the vision of UC 2030 is admirable for student and faculty growth and diversity, it must include plans to support the wellbeing of staff on the front lines.

Losing individual staff members not only impacts productivity levels, and employee engagement, but continuously maintaining low staff numbers impact the overarching wellbeing of our community. It is equally clear that a multi-tiered approach is needed in order to address the competing needs of the university and retain our staff who not only perform essential duties for the university day in and day out, but hold the institutional memory.

Charge and Project Scope

In July of 2022, the Council of University of California Staff Assemblies (from hereon known as CUCSA) outlined our vision for the coming year, with a focus on Staff Retention through three key lenses:

1. Total Compensation
2. Staff Advancement
3. Wellness and the Staff Experience

This workgroup's charge was to look at the University of California's (UC) current models for staff wellness and to make specific suggestions as to how these models can be

refined/enhanced in order to help retain UC staff. Since 2000, CUCSA has produced nine separate reports and recommendations on specific aspects of Staff Wellness and the Staff Experience, from mental wellness, financial wellness, work-life balance, and how performance management affects staff wellness. This year, we were asked to review the following questions:

1. What, in your view, is missing in how we care for staff well being?
2. How do campuses currently assess staff wellness? Are there any patterns, beyond the staff engagement survey?
3. Are supervisors empowered in providing their employees with resources and support related to wellness/staff experience?
4. Are there any local practices that can be applied?
5. Does the UC need an official Chief Wellness Officer position for staff?

Methodology:

This workgroup reviewed and analyzed data and recommendations from three main areas:

1. Previous internal workgroup reports from CUCSA and CORO were reviewed, along with the publicly available data on UC staff retention, including the 2022 Accountability Report, and the [2019 Systemwide Wellbeing Report](#), as well as the UC Staff Engagement Survey numbers from 2020 and 2018.
2. Workgroup members examined wellness policies and practices that contribute to wellness and employee wellbeing from comparable Higher Education Institutions, as well as best practices and recommendations as recognized by the American Heart Association Workforce Well-Being Scorecard (American Heart Association, n.d.), the CDC's NIOSH (Tamers et. al, 2020) and *The U.S. Surgeon*

General's Framework for Workplace Mental Health & Well-Being (U.S. Department of Health and Human Services, 2022).

3. Finally, staff were asked to tell their stories of overwork and burnout through staff assembly outreach requests, so that we could receive a more comprehensive picture of employee concerns, and received 280 responses from campuses and locations across the system over a two month period.

Recommendations:

The findings of this workgroup lay heavily on the source of employee burnout and increasing employee wellness across the university system, through five larger recommendations:

1. Hiring goals for staff that are on par with student and faculty growth numbers, published and discussed as much as the numbers for faculty and student growth. Lean and mean is not the answer, rather we need to change the message on overwork and burnout, to meet workplace demand for a healthy and thriving university.
2. Funding for at least one wellness manager for each campus and location, which may include a person for both campus and health within a single location where needed, and a budget to support programming needs.
3. Evidence based training, guidelines and recommendations for managers and supervisors. Encouraging managers, campus and university leadership to model wellness practices, through active participation and 360 reviews.
4. A Systemwide Director of Employee Wellness within the Office of the President/Employee & Labor Relations team. This position will provide system wide leadership for staff and faculty wellness to the University of California system, and direct the University's efforts in this area, including development of new initiatives and directives to meet the strategic objectives of the University. A

sample Job Description can be found in Appendix A.

5. Adaptation of the Okanagan Charter as a directive from the President to the Chancellors to sign on to be a "health promoting university".

CUCSA 2022: Wellness and the Staff Experience

Introduction

California is in uncharted territory when it comes to job openings in an economic recovery, territory that may benefit workers in the short term but raises concerns about meeting workforce needs now and in the long term. California job openings reached a record high of over 1.2 million in December 2021, about twice as high as the number one year before. During the end of 2021, openings as a share of the labor force hovered around 6.8%, much higher than the average rate from both 2019 and 2020 (4.4%) (Boh et al, 2022).

According to the 2022 University of California Accountability Report, staff separation rates were at 8% in 2021, due in part to the "Great Resignation", but this problem is not unique to the pandemic within the UC system. As of June 6, 2023 [the University of California Jobs website](#) is hosting 5,233 positions which are being recruited for across the campuses, labs, and medical centers. Apart from the increased turnover resulting from the COVID-19 pandemic, higher education allowed the phenomenon of high turnover among administrators, staff, and faculty to become a cultural norm within business practices. Too often institutions are deferring to the state of the economy as the blame for downsizing or budgetary cuts. As departments continue to shrink in size the institutional operations become compromised.

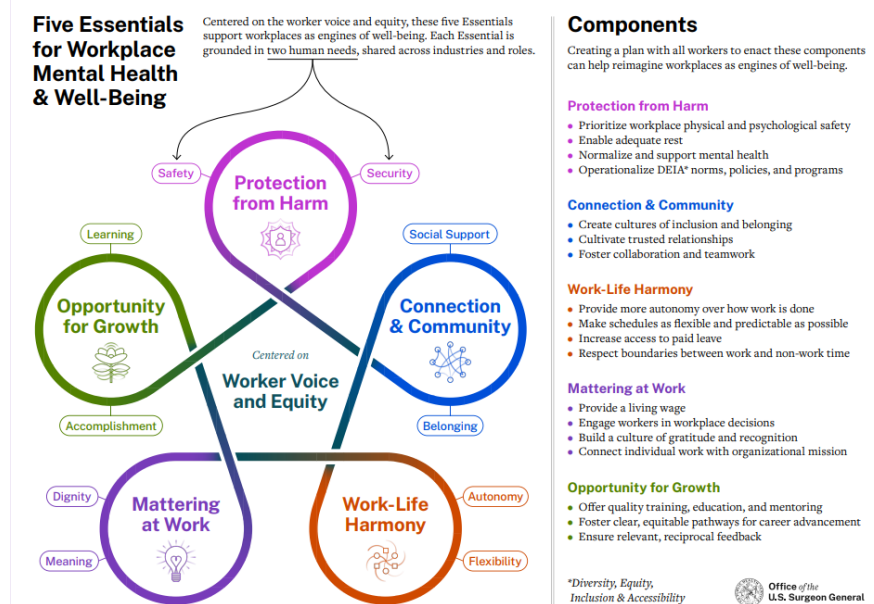
Maintaining a strong employee base is essential to the financial health of institutions of higher education. It is projected that 68 million dollars is spent as a result of turnover in the workplace (Jo, 2008) and may likely be higher in today's market. Additionally, the consequences are a less robust workforce, reduction of productivity, skill drain, and poor morale for the remaining employees. High turnover can also impact the overarching psychological well-being of our communities. Staffing shortages have

caused work demands to increase across the disciplines resulting in either burnout or poor employee retention (Du Plooy & Roodt, 2010).

Defining the Issue

In order for organizations to counter the move towards disorganization they need to gain more control of their environment (Burke, 2002). One solution is for institutional leaders to cultivate a community of care for employees, directly challenging workplace norms of higher education by cultivating a culture of wellness in the workplace.

The 2022 Surgeon General's report creates a comprehensive and holistic framework that integrates the dimensions of well-being and centers employee voice and equity by 1.) Creating the conditions for physical and psychological safety, 2.) Fostering positive social interactions and relationships in the workplace supports worker well-being. 3.) Harmonizing work and non-work demands, 4.) Prioritizing dignity and meaning, 5.) Growing opportunities for workers to accomplish goals based on their skills and abilities.



Employees face a multitude of varying challenges that impact the five key dimensions of employee well-being, including, but not limited to:

- Occupation, setting, and organizational structures

- Personal characteristics such as race, sex (including pregnancy, gender identity, and sexual orientation), immigration status, national origin, age, disability, or genetic information
- Socio-economic, political, and cultural factors
- Poorer health, shorter lifespans, higher health care costs, and less access to health care compared with other wealthy countries
- Economic inequality, food insecurity, and housing insecurity
- Household, educational, and medical debt

Charge

As the Wellness and the Staff Experience Workgroup, our charge was to create a framework for addressing employee retention through the lens of wellness and the staff experience, and further charged with identifying local and systemwide resources for supervisors and employees to use. *Our Vision* is that the University of California (UC) is the workplace of choice for Californians and the nation by prioritizing equitable workforce engagement and an organizational culture that positions all employees to thrive towards a more resilient, diverse, and competitive California. Through the UC workforce and the University's combined missions of teaching, research, and public service, California will exceed its standing as the 5th largest gross domestic product in the world.

Methodology & Resources

Since 2000, CUCSA has produced nine separate reports and recommendations on specific aspects of Staff Wellness and the Staff Experience. We reviewed these previous internal workgroup reports from CUCSA and CORO, the publicly available data on UC staff retention, including the 2022 Accountability Report, and the [2019 Systemwide Wellbeing Report](#), as well as the UC Staff Engagement Survey numbers from

2020 and 2018. The workgroup also reviewed wellness policies and practices that contribute to wellness and employee wellbeing from comparable Higher Education Institutions, as well as best practices and recommendations as recognized by the American Heart Association Workforce Well-Being Scorecard (American Heart Association, n.d.), the CDC's NIOSH and *The U.S. Surgeon General's Framework for Workplace Mental Health & Well-Being*. Finally, the workgroup asked staff to tell their stories of overwork and burnout so that we could receive a more comprehensive picture of employee concerns, and received 280 responses from campuses and locations across the system.

Summary of relevant previous workgroup reports

We began our research by reviewing previous CUCSA workgroup reports on wellness. These included examinations of staff morale and work-life balance, as well as investigations of physical, mental and financial well-being.

In 2001, CUCSA focused on staff morale as a workload issue. Staff, even in 2001, felt that they were overworked, doing more with less help, and had difficulties and delays in filling positions with skilled staff. In 2009 that workgroup was repeated in order to gather system-wide input from colleagues on the subject of staff morale and did so with a survey distributed to all locations, campuses and medical centers. Based on feedback and research available at the time, they developed a working definition of staff morale as, "the level of enjoyment or satisfaction a UC employee has in their workplace". They were also able to define factors that influence an individual's level of enjoyment and satisfaction including the work environment, professional development opportunities, supervision, and teamwork (CUCSA, 2009). At that time the workgroup received 2,200 responses and recommendations focused on improving supervision, increasing professional and career development opportunities, and increasing employee recognition and rewards. Respondents commented that inadequate and/or

ineffective supervision led to negative effects on workload. Supervisors were also overworked resulting in not having time to spend with their employees or having the funding needed to support professional development for themselves or their teams. This sentiment was repeated with survey responses in 2022-23 as evidenced below. Their final recommendation was to continue and expand the Stay Well and Campus wellness programs (CUCSA, 2009).

In 2015 a CUCSA workgroup was established to review the current system wide wellness program, UC Living Well, and the Optum wellness platform (Wellness Workgroup Report, 2015). They found that the general definition of wellness had expanded to dimensions such as "occupational, emotional, spiritual, environmental, financial, physical, social and intellectual". UC Davis Staff Assembly Staff and Faculty Health and Wellness Committee UC Davis Staff and Faculty Health and Wellness Committee Recommendations. Davis: 2015. Their findings led to the conclusion that the UC not only needed to leverage existing programs and resources that are currently available to promote wellness, such as the UC medical plan online wellness services, robust campus-based homegrown wellness programs and offerings, UC Policy related to work/life benefits such as flexible schedules and telecommuting, but better utilize in-house expertise in various health and wellness related field, as well as collective efforts such as the Healthy Campus Network- demonstrate leadership buy-in and the importance of wellness to the University; and perhaps most importantly, to identify a wellness champion at UCOP to assist with the coordination of programs and provide central coordination, communication, implementation of shared best practices, and allocation of resources to local campuses; ensure better assessment and metrics measure benefits of wellness programs.

In the 2016 report from CUCSA on Work-life Balance, the workgroup reviewed components of existing emotional health and wellness programs across the UC system

and identified resources that are available to staff at different campuses. The identified Work-life balance as the “optimal arrangement of an individual's on-the-job and private time to facilitate health and personal satisfaction without negatively impacting productivity and professional success.” The workgroup found a need for creating a culture of wellness by removing the stigma of taking time for health; including support at the local and system-wide level, and worked with System-wide Wellness coordinators and managers to create the Wellness Program Minimum Standards Framework (see Appendix B).

The Mental Health and Wellness Action Plan of 2017 made several Primary recommendations to UCOP including: Raising awareness of existing wellness resources (inconsistencies in availability and robustness wellness resources across the campuses); Fostering a culture where work-life balance is a requirement (Update UC Core Competencies; Mental Health First Aid; UCR Wellness Toolkit for Managers and Supervisors) and stigma around taking time for health is removed (Stigma-Free UC Initiative); Improved flexible work arrangements (standardized policies and procedures, see also 2016 Work-life Balance).

Highlights from recent UC surveys

In addition to the previous workgroup reports, we reviewed a number of CORO reports, industry best practices, and the 2021 UC staff engagement survey's questions around wellness. To the question of whether or not stress levels at work are manageable, only 56% of respondents systemwide responded favorably.

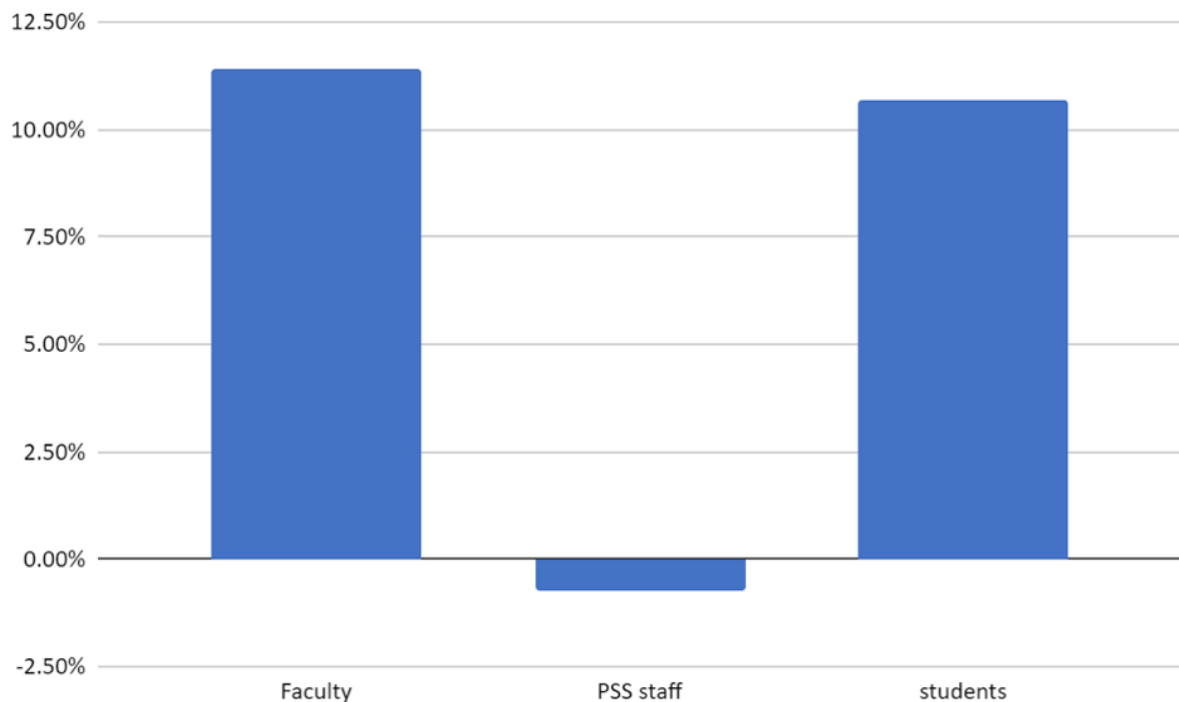
		Total Favorable	Overall Jun 2019 (9,020)	US Norm (147,268)
	Wellness	65	6*	-1
24	My supervisor is supportive of my participation in health or wellness-related initiatives and programs offered at my campus/location.	80	6*	n/a
35	My organization promotes an environment of physical, mental, and social well-being. *	71	6*	-1
36	The stress levels at work are manageable. *	56	n/a	n/a
37	How often do financial concerns impact your ability to perform at work?	52	n/a	n/a

This workgroup also consulted with location wellness managers individually, in addition to attending the system wide wellness manager meetings early in the year and then again as we neared the end of our work. They provided insight to existing efforts around wellness and provided feedback on our final recommendations.

We found current research on workplace health and well-being from NIOSH, the US Surgeon General, the CDC and the American Heart Association, all discussing the impact stress has on one's health. Their research shows working greater than or equal to 50 hours per week increases the chance of disease including stroke and heart attack.

In order to get firsthand accounts of how UC staff are currently handling overwork and burnout we collected impact survey testimonials, collecting 279 responses system wide (see Appendix C for the survey and Appendix D for the responses), asking staff to describe how the challenges of low staffing and overwork were impacting them.

In 2015 the UC agreed to increase student enrollment in a commitment to increase the number of in-state students enrolled systemwide. As student numbers grew faculty growth was a focus, however, staff numbers did not grow at the same pace. This resulted in inadequate staff numbers prior to the pandemic. Systemwide in the six years since 2016 the undergraduate student population has grown 10.7%. Faculty growth has been 11.43% while Professional and Support Staff (PSS) staff has decreased by .73%. There has been a large growth in MSP staff (26.13%) but it should be noted that of the roughly 46,000 staff numbers highlighted here, only 15% are MSP. We are specifically highlighting PSS staff because they are the large majority of the staff and because these positions have seen more turnover in the last few years.



Six of the nine locations with undergraduates have seen a decline in PSS staff while experiencing student growth. (See Appendix C) Business continued as many staff were willing to go the extra mile because they believed in the mission of the University and wanted to support students and faculty. There seemed to be pride for administration in campuses being able to continue to function with lean staff numbers.

The impact of the pandemic and the "Great Resignation", as we know, has resulted in significant staff vacancies that campuses struggle to fill. Currently the number of openings systemwide exceeds 5000 positions. The staff remaining are struggling to keep up with the workload. Burnout has adversely affected their health and wellbeing. Compounded with the increased cost of living outpacing salary increases, staff no longer see a reason to commit extra energy to their jobs. In the impact survey testimonials, we see a theme where staff are saying that they want to do a good job, in the job they were hired to do, but they cannot because they are spread too thin.

Here are just a few examples that capture the overall feeling of extreme fatigue and despondency:

“Our university experiences high turnover and vacant positions. Yet, somehow, those who remain cannot get raises that would allow them to live and raise families in this HCOL area. Until salaries are enough to rent and buy houses near UC campuses, high turnover and the eventual burnout of those who remain will persist. This is a systemic problem. The 5,000 vacant jobs aren't the result of the Great Resignation; they are the result of UC not investing in staff.”

“Lack of sleep, high anxiety, pain due to stress, feeling sick all the time, having a lot of personal responsibilities, sick-dead-dying family and friends, sick family and children, lack of general happiness, the mood in the office is bleak, our engagement has deteriorated.”

“I hope that the university takes a hard look at how staff are treated and valued. The overall morale is low and the workloads are not sustainable. The pride we used to have in our work is waning. We want to do good work and restore UC to its former glory help [sic] us to make that happen before it's too late.”

While we are not trying to be overdramatic in the discussion of burnout, we want to emphasize the seriousness of the situation we are in. **Karoshi** ([Japanese](#): 過労死, [Hepburn](#): Karōshi), which can be translated into "overwork death", is a Japanese term relating to occupation-related sudden death (“Karoshi.” *Wikipedia*, Wikipedia Foundation, 5 April 2023). This epidemic was first reported in the late 60s in Japan. It was

recognized that employees cannot work for 12 or more hours a day, 6–7 days a week, year after year, without suffering physically, as well as mentally.

It was recognized that chronic stress disrupts mental health and leads to adopting harmful habits in order to cope. These may include smoking, drinking excessively, impaired sleep, not exercising, not socializing, and unhealthy eating habits. Over time, these habits wear down the body and increase cardiovascular risk factors leading to stroke and heart disease, and in extreme cases death by suicide.

Comprehensive government programs were put in place to limit overtime, encourage vacation time, and companies made an effort to find a better work–life balance for their employees. Unfortunately, exceptions and workarounds also existed. The result is an unhealthy culture that has resulted in people having no time or money for families. There has been a drop in reproduction and an aging population with people not having time to care for that aging population. This societal impact is happening in the US and as one of the largest employers in California, UC has an obligation to pay attention to this. The impact survey testimonials show that it is happening to our employees. They are experiencing true physical and mental health ramifications from overwork and burnout. People feel broken.

The University of California's multi-year plan, [UC 2030](#), includes goals of increased degree attainment, increased retention rates for first-generation, Pell, and underrepresented students, and an increase in ladder-rank faculty. These are important goals that promote equity, diversity, and a stronger California both socially and economically. With that though, the noticeable absence of Professional and Support Staff (PSS) from these goals draws concern. For each faculty member hired by the University of California, there are multiple staff members who provide administrative or laboratory support to ensure courses, labs, grants, contracts, and more elements core to faculty and academic department success are advanced. For every student that

attends the university, there are academic advisors, financial aid specialists, enrollment staff, career advisors, student housing staff, and resource center specialists who influence and support the student's present and future success. The student's wellness, sense of belonging, and opportunities for growth and development are directly impacted by staffing levels. These staff are critical contributors to and members of the University of California community and provide invaluable support that enable the institution and its students and faculty to thrive.

Omission of staff growth across the system, particularly at locations where student and faculty growth will be more dramatic, can exacerbate the challenges already being experienced across the system. As faculty and student numbers increase, so do workloads. As workloads increase, staff become stressed and some will burn out due to the amount of work, stress, or nature of the work being asked of them. As stress and burnout build, staff may leave the University of California entirely for opportunities that are more manageable or allow them to prioritize their lives and wellness. Research has demonstrated that a reasonable workload is the highest mitigator of stress and burnout and the third highest mitigator of depression for employees (Calm Business, 2022). At an institution where workloads are dependent on the number of people being served, a reasonable workload is only possible when a commitment to reasonable staffing is made.

Current wellness assessment and promotion efforts

In 2017 HR released the Systemwide WellBeing Initiative 2017-2019 Strategic Plan to bring together "faculty and staff across UC in its mission to improve our collective emotional, financial, nutritional and physical wellbeing. By sponsoring programs, resources, and events, we aim to provide easily accessible tools and knowledge for all employees to lead a healthy and thriving life."

UC previously measured the success of this initiative by “monitoring and reporting on metrics that support our four core pillars” (UCOP, 2019). The [2019 Systemwide WellBeing](#)

HR STRATEGIC PLAN 2017-2019

Faculty & Staff Systemwide Wellbeing

Strategic Theme: Promote programming that impacts and improves the wellbeing of UC employees

Mission: Leverage our benefit programs and location sponsored initiatives, and identify best practices to improve the emotional, financial, nutritional, and physical wellbeing of UC employees

STRATEGIES	SO THAT...	FUTURE IMPLICATIONS
• Increase wellbeing engagement and health awareness among employees • Engage leadership as a partner to promote wellbeing throughout UC culture • Leverage expertise and resources of our locations and vendor partners • Design system wide metrics to measure impact and illustrate value of investment	• Employees gain and maximize value from available resources and programs • Wellbeing is a more visible and active part of UC culture; becomes embedded in the workplace at all levels • There is a coordinated network of resources to strengthen efforts at the Systemwide and location level • By demonstrating impact and effect from baseline measurements, our initiative is sustainable and evolves over time	• UC employee community unites around wellbeing • UC is recognized as a committed leader, and has one of the healthiest employee populations • Empowers employees to make informed decisions toward individual wellbeing • UC is at the forefront of addressing issues impacting wellbeing

[ReportPDF](#) provides a 3-year review of location-specific measurements for each of the following:

1. Emotional wellbeing: ***First-time outpatient visits***
2. Financial wellbeing
 - Onsite workshop attendance
 - Department meeting attendance
 - One-on-one in-person consultation
3. Nutritional wellbeing: Diabetes prevalence rate (Type 1 & 2)

4. Physical wellbeing: Adult well-care visits

While this data is useful, it does not provide a complete picture of an employee's well-being or of the system's wellbeing, and there have been no reports released since the start of the global covid-19 pandemic.

Recommendations

1. Changing the message on overwork

Moving forward, we must be more proactive in changing workplace culture and expectations. Senior leaders and managers must decouple the false belief that face-time and productivity are synonymous. In fact, research suggests that productivity drops after reaching certain thresholds. Focused, quality work should be the evaluation of performance — not butts in seats. We must also better recognize the workplace as a holistic part of employee lives and cultivate it as such.

A reasonable workload is the #1 one mitigator of stress and burnout, and the #3 mitigator of depression.

Adjusting employee workloads can reduce stress and improve overall well-being.

There's no one-size-fits-all solution to managing work volume, but re-examining company-wide expectations and re-distributing workloads can create happier, healthier employees.

¹4 ways workload affects well-being.

We need to change the messaging that comes from senior administration that "lean and mean" is a good thing. Our ask to our senior administrators is to stop normalizing overwork. We would like to change the culture that has an attitude of acceptance that we're all suffering. This message just further demoralizes staff. We want to recruit allies to amplify our voices that our current situation is not sustainable. For those that have the power of change, prioritize staff.

2. **Hiring goals on par with student and faculty growth.**

We strongly recommend that the Office of the President and Senior Leadership across the University of California System invest in increases of staffing numbers through strategic hiring in line with location expansion goals. This may look like

¹ Calm Business. (2022, October 25). 4 ways workload affects well-being. Retrieved from <https://business.calm.com/resources/guides/4-ways-workload-affects-well-being>

identification of departments or divisions which may be burdened by additional increases in students or faculty, assessing potential workload and current workload, and collaboratively developing hiring goals to meet the need being presented. If the University of California is planning to recruit and retain more first generation students, consider what resources are those students most likely to use, the burden these resources may already be under, and how many staff hours are needed to complete the work needed to meaningfully serve the community.

While just one piece of this greater puzzle that is addressing employee wellness, appropriate increases in PSS numbers as faculty and students are brought on, can support morale by allowing staff to do good work within a reasonable amount of responsibility, promote wellness by reducing stress and the need to work overtime, and ultimately increase retention by fostering healthy, engaging environments.

3. **Evidence based training, guidelines, and recommendations for managers and supervisors.**

Manager and Senior Professionals (MSPs) are those that provide oversight, supervision, and guidance to the majority of the University of California's staff. MSPs are those which are most likely to notice and are best positioned to address concerns or issues among employees. This group of supervisory staff are a huge piece of the working environment and any given employee's experience of it whether that is through workload management, maintaining a healthy and psychologically safe workplace, or supporting staff in accessing needed resources. While the University of California has many MSPs who care for their colleagues and supervisees, not all individuals in these positions have extensive

experience as supervisors and not all locations offer adequate training to enable successful, healthy leadership and staff experiences.

We recommend that supervisors and managers of other staff receive evidence-based training, resources, and recommendations that assist them in developing the skills necessary to:

- recognize the signs and symptoms of burnout, depression, and anxiety;
- understand how to address situations where an employee is experiencing burnout, overwork, or a mental health concerns within their role as a supervisor;
- provide accurate referrals to a variety of confidential and non-confidential resources for employees;
- advocate on behalf of their employees and themselves to support wellness needs being addressed and met;
- develop trusting work environments where employees feel they are valued, respected, and understand how they contribute to the overall mission;
- effectively balance the demands placed on their unit with the resources available;
- prioritize projects, set accurate expectations, delegate tasks to maximize efficiency, and assign work more fairly;
- and successfully develop positions descriptions and manage workload across their unit in a way that seeks to meet location demand without compromising staff wellness or work-life balance.

Implementation may vary across locations and content may be included in already existing training opportunities or programs around leadership, advocacy, or wellness. As an example, [the Irvine campus has rolled out an involved leadership](#)

[development training](#) that focuses on enabling MSPs and non-MSP supervisory professionals to build an organizational culture that establishes a clear vision and mission, engages employees, and delivers realistic results whether working remotely or in-person. [Irvine also utilizes the evidence-based course, Mental Health First Aid](#), to train staff and faculty across their campus and health locations that teaches how to identify, understand, and respond to signs and symptoms of mental health concerns. To meet the above recommendation, Irvine may be able to easily leverage established programs to provide comprehensive support and training to supervisory professionals.

Other University of California locations may be able to follow similar models where leadership and wellness training are a standard practice that pulls from existing successful programs, like 360 leadership reviews which multiple locations including [the Berkeley campus](#) utilize, and brings in additional evidence-based content and training to provide comprehensive support to MSP and other supervisory professionals, and in turn, bolster the wellness, experience, and retention of their other staff members.

Accountability can be difficult with programs and systems such as these. Managers and supervisors may not feel it is feasible within the scope of their work to take on this type of involved supervision and development and without support or systems for accountability, practice may just not happen regardless of the training a manager or supervisor has engaged in. A small change to position descriptions and the ways supervisory responsibilities are viewed could act as a catalyst. Including in the position description a supervisor's duty to support their supervisees' wellness and staff experience as part of their job adds accountability that can then live within existing performance management programs at each location. It also provides the ability to demonstrate these types of activities and engagement as a specifically named portion of their day to day job.

Systemwide Human Resources may support this effort with guidance, recommendations, and sample implementation plans that encourage and support the University of California locations in ensuring all staff are able to work with supportive, collaborative leaders that promote well-being, realistic expectations, and healthy work-life balance.

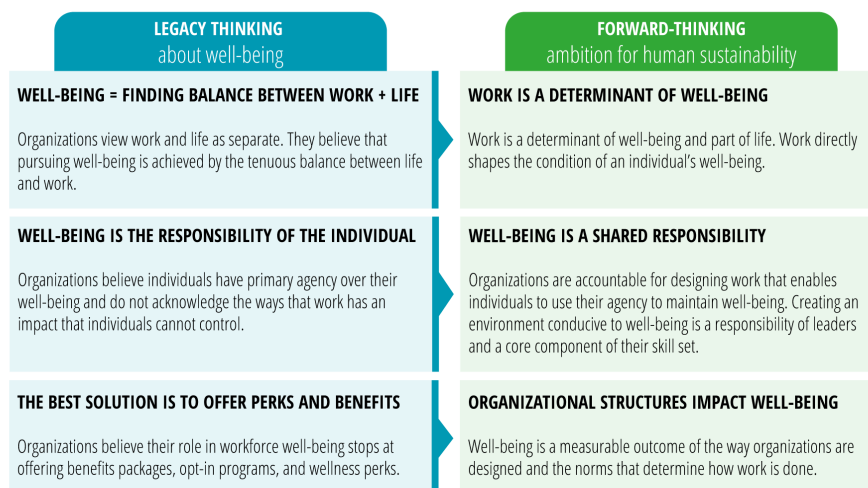
4. **Encourage managers, campus and university leadership to model wellness practices.**

In seeking to promote a culture that enables all University of California employees to thrive, the manner in which Senior Administration, MSPs, and other authority figures both act individually and react to those around them is a critical point to address as our leaders influence the social norms of our institutions. Social norms are phenomena propagated through communication that ultimately influence the thoughts, actions, and behavior of individuals within a group (Lapinski & Rimal, 2005).

Individuals within a group perceive and interpret the “prevailing” norms of their group and work within “a collective social entity’s code of conduct” as

FIGURE 2

Mindset shifts can help organizations improve workforce well-being



Source: Deloitte analysis.

they interact with others, their work, and themselves (Lapinski & Rimal, 2005).

A staff member observing their supervisor consistently eating lunch at their desk, working hours beyond their standard work day, and never utilizing the wellness and health resources offered by the institution, may not stray from this pattern or the messages the behavior implies. This person may see their colleagues adhering to these established norms and as these behaviors, thoughts, and actions propagate, a culture that promotes overwork and fosters burnout and poor work-life balance is created, intentionally or otherwise.

We recommend that a systemwide social norms campaign be established which provides resources, materials, and tangible incentives to shift campus-level and department-level working cultures to align with healthy work-life balance, utilization and knowledge of wellness resources, and prioritization of engaged, collaborative employees. The University of California is no stranger to social norms campaigns as it is a technique used by many locations and staff specialists to promote safety and desired community behavior, similarly to the implementation of the Smoke and Tobacco Free policy which was supported systemwide and rolled out by each individual location. Social norms campaigns are a useful medium for environmental change as they can reach a large audience with relatively fewer resources than in-person training or other popular methods of leadership development or culture change. While it is difficult to create nuanced dialogues using this method, it allows for base-level behavior and belief reflection and alteration, which will positively impact the staff, students, and faculty that participate in this healthier and more engaged community.

5. **A Director of Systemwide Employee Wellness within the Office of the President who would advocate for the wellness of university employees.**

Throughout our conversations with campus wellness managers, we have learned that there are regular conversations among the location wellness managers, however there has not been direction from the President since the implementation of the Healthy Campus Network. While both work to improve the wellbeing of UC employees, a disconnect exists between Healthy Campus Network and location wellness managers as the groups work on different issues and involve different employees. With the lack of direction from systemwide leadership and no central leadership, it is hard for locations to roll out wellness programs or have campus support of wellness programs. Currently there is not a systemwide effort to tie employee health and wellbeing across all UC locations or connecting wellness managers and Healthy Campus Network. Therefore, we are advocating for the creation of a **Director of Systemwide Employee Wellness** to provide direction and support to each location's wellness program. This position will advocate for locations to implement health and wellness programs, funding to support the programs, streamline the efforts between Healthy Campus Network and the location wellness managers, and champion the creation of a Strategic Plan for Wellbeing, like that signed off by President Michael Drake during his tenure at Ohio State (Melnyk, B.M.; McGoldrick, J.; et al., 2019).

We believe that creating a **Director of Systemwide Employee Wellness** at the systemwide level would help bring leadership and oversight to a staffing and burnout issue that impacts all University of California (UC) locations. As shown in the survey, overwork, burnout, and lack of manager support are serious concerns for UC staff. These overwhelming feelings are forcing staff to take medical leave, overwork due to not being able to complete tasks during allotted work hours, and finding jobs outside of UC. To address these issues facing staff, the **Director of Systemwide Employee Wellness**

could create guidelines surrounding a healthy workload, implementing wellness hours (similar to professional development hours), and workshops to train managers on how to promote a healthy work life balance. The benefit of a systemwide **Director of Systemwide Employee Wellness** is to support all UC locations in achieving the minimum standard guidelines. This role has already been implemented at various institutions such as Ohio State University, University of Michigan, and University of Colorado. Locally, UC Davis Health has implemented a Chief Wellness Officer.

Ideally, this role would be a new full time position with responsibilities not being added to a current staff member. The role would be specifically focused on faculty and staff and would report to the Office of the President, potentially within Systemwide HR, to keep them informed of the pulse of staff. The **Director of Systemwide Employee Wellness** would provide:

- subject matter expertise and guidance on employee well-being initiatives,
- evaluate current practices and make recommendations on current practices,
- develop and execute a system-wide guidelines to improve staff wellness and experience,
- create a health and wellness strategy for all faculty and staff (Melnik, B.M.; McGoldrick, J.; et al., 2019)
- Inform strategy on implementation and promotion of wellness programs,
- assess system wide effectiveness, (EAB, 2020)

The **Director of Systemwide Employee Wellness** can only suggest guidelines, therefore it is crucial to have a directive from the President of the University of California to all the chancellors encouraging them to support and provide the resources necessary to implement those guidelines.

6. **At least one FTE designated to Employee Wellness for each campus and location, and funding for a Healthy Campus Network/Wellness Committee at each location.**

Most UC campuses and locations have at least one FTE designated to Employee Wellness ( UC Location Wellness Programs Chart), and yet how those positions are funded and to what extent, varies broadly, and some don't have any, or the FTE only serves a specific segment of the population. Funding sources often dictate the scope of duties as well, further constraining the programming and support that wellness personnel can offer. In order to fully support wellness initiatives and promote faculty and staff well-being, without overburdening individuals, at least one FTE designated to Employee Wellness should be permanently funded for each campus and university location, determined by the size and scope of duties and campus/location. Further supporting the efforts of the FTE, each campus and location's Healthy Campus Network committee should be funded in order to make systems level changes and streamline efforts across the board. Some local committees were able to receive funding after the initial start-up funds from OP, but others were not and depending on the campus or location, funding is not guaranteed from year to year, which makes these changes harder to sustain.

7. **Streamline and grow the Healthy Department Certification process and Wellness Ambassador program.**

Multiple locations are currently running successful programs independently. Using the previously mentioned wellness platform the resources, guidelines and management can be held in a central database for all locations to successfully start and run these programs.

Wellness Ambassadors are a coordinated group of volunteers dedicated to

making the workplace healthier. In most cases ambassador programs are recruited and coordinated by the location wellness manager. Not all locations have a wellness manager position so determinations will need to be made on which department coordinates ambassador programs.

- Works in partnership with campus wellness manager/coordinator to promote UC Wide and local campus wellness initiatives within their networks and locations.
- Expands resources for wellness coordinators who have budget and time limitations. Ambassadors can be an additional voice for spreading information on wellness initiatives at little to no cost.
- Serve as a trusted point of contact for specific VC areas and departments. Staff will know who to go to for wellness resources. This creates a more personalized experience for staff and a sense of belonging in the location community.
- Campuses with tight budgets can use non monetary recognition for ambassador efforts such as recognition on wellness sites, certificates of participation in personnel file, STAR awards, swag, etc.
- Can be certified to be a Diabetes Prevention Program (DPP) coach which may allow for compensation depending on the employment status. DPP training is free and once trained a DPP coach is charged in leading a cohort class for a one year time period. DPP programs are funded system wide. Ambassadors are a great resource for finding coaches as they are already invested in the wellness space and helping their community.
- Successful ambassador program models can be used as a guide to create a system supported framework: [UC Riverside](#) [UC Irvine](#) [UC Berkeley](#) [UC Davis](#)

Healthy Department Certification Program is used to certify departments as models of health and wellbeing.

- Certified departments serve as a model for a healthy workplace environment.

Certified departments should have a point of contact for other departments to reach out to when working towards their own certification. Departments mentor each other in the process to be certified.

- Will help expand the campus wellness coordinators reach for programs and initiatives. Certified departments can be used in marketing, presentations, and promotions.
- Departments recognized publicly on wellness web sites & newsletters.
- Departments get a certificate/award once certified to display in their office.
- Certification can be coordinated with the ambassador program. Certification would add additional work for wellness managers. Utilizing the ambassadors to review offices and certify can allow greater reach and quicker results.
- Department certification model: [UC Riverside](#) [UC Davis](#)

8. **Okanagan Charter**

Finally, we recommend adaptation and signing of the Okanagan Charter. The Okanagan Charter is “An International Charter for Health Promoting Universities and Colleges, which calls on post-secondary schools to embed health into all aspects of campus culture; and to lead health promotion action and collaboration, locally and globally” The charter was an outcome of the 2015 International Conference on Health Promoting Universities and Colleges, and provides institutions with a common language, principles, and a vision for wellbeing in person, place and planet, and includes all university stakeholders in its vision.

The Charter has two Calls to Action for higher education institutions:

1. Embed health into all aspects of campus culture, across the administration, operations and academic mandates.

2. Lead health promotion action and collaboration locally and globally.

Within the UC System, Irvine, Berkeley, and Los Angeles have all signed on to the charter, and several other locations are in progress. The charter and US Health Promoting College Network (ushpcn.org) has provided leadership and direction on the systems level thinking needed to increase wellness and wellbeing for all university constituents. For the Okanagan Charter to be fully effective, we recommend full adaptation at the President's level with each campus signing on as well.

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[Copy of 2022 UC Wellness Program Comparison for CUCSA](#)

Appendix A

Sample Job Description for

Systemwide Director, Employee Health & Well-being

Position Summary

Provides system wide leadership for faculty and staff health and well-being to the University of California system, and directs the University's efforts in this area, including development of new initiatives and directives to align with the strategic objectives of the University. This leadership role will champion the conception, design, implementation, on-going coordination, and evaluation of UC's health and well-being vision with the goal to create a healthy work, learning and living environment, culture and a health promoting campus system; work closely with the UC Healthy Campus Network leadership team in partnership with key stakeholders across all campuses and health systems to drive systematic change from the ground up. This position will collaborate with a dedicated, inclusive team of stakeholders to build partner capacity, strengthen existing relationships, and execute strategies that embed health and well-being into the University system as a whole, including administrative offices, campus communities and the research and health systems.

Job Duties

- Provide subject matter expertise to develop and facilitate system-wide wellbeing and health promotion standards, strategic implementation of these standards and gather best practices for programs, policies, communications, and quality assurance.
- Collaborate with Wellness Managers/Coordinators across the system to plan and implement health promotion efforts which will cultivate and encourage culture shifts that support flourishing and well-being within our communities.
- Develop highly collaborative relationships with various campus key stakeholders and partners to champion changes in individual and organization health and well-being efforts Serve on the Healthy Campus Network leadership team as a collaborative partner on strategy and programmatic efforts.

- Assist UC campuses, locations (such as UCOP, UC Labs, UCPath etc.) and health systems with wellness program infrastructure and plans through site visits, meetings, and recommendations.
- Lead the program planning process with location Wellness Managers, UCOP, and in partnership with UC's wellness and benefit vendors.
- Identify priorities for wellness standards, including campaigns, programs, communications, training, guidelines, and policies.
- Coordinate applicable health and well-being training, presentations, and webinars.
- Work with internal/external partners on employee engagement strategies and to learn about best practices from other institutions and organizations.
- Actively promote UC's systemwide wellness program through recognition and conferences; leads highly complex research and studies to develop benchmarking and best practices data.
- Work with UC health plans and other vendors as appropriate to maximize UC employee use of Wellness tools offered by these partners.
- Serve in a lead role to develop and manage a UC Wellness/Health Promotion Advisory Task Force/Council and other related committees.

Job Requirements

- Master's degree in public health, wellness, health education/promotion or health related field required.
- 12 years + experience with wellbeing practices applied to human resources administration, employee engagement and program development. Five+ years' experience in leadership/management roles.
- Experience building and shaping employee wellbeing programs in complex organizations preferably higher education institutions.
- Advanced knowledge of principles, theories and best practices of worksite health promotion programs, risk reduction, and health promotion/behavior change.
- Ability to serve in a leadership role to drive the wellness strategy, vision, and action plan in collaboration with internal and external stakeholders and partners.

- Proven experience leading the creation of successful health improvement/wellness programs and initiatives within a complex and large university or corporate setting.
 - Ability to work independently and in a team environment in an academic culture with multiple competing priorities.
 - Negotiation, persuasion, and political acumen skills.
 - Advanced problem avoidance, recognition, mitigation and resolution skills. Can identify and analyze information from a variety of sources.
 - Ability to present complex benefits-related information in a clear and concise manner, both in writing and verbally.
 - Knowledge of the University environment including its infrastructure, goals, objectives, achievements, rules, regulations, and policies.
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Appendix B

 UC Location Wellness Programs Chart

Chart Summary: UC Location Wellness Programs

	UC Berkeley	UC Davis/ UC Davis Health System	UC Irvine	UC Irvine Health	UCLA	UCLA Medical Center	UC Riverside	UC San Diego	UC San Diego Health	UCSF Campus/UCSF Health System	UC Santa Barbara	UC Santa Cruz
At least 1 FTE dedicated to faculty/staff wellness	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
No. of Wellness FTE (solely dedicated to)	4	1.9	2	1	1.5	1.2	1	1	2	2	0.75	1

employee wellness)												
Approximate Faculty/Staff headcount	17,767	33,446	11,921	9,245	34,378	32,500	7,909	17,214	14,000	35,341	10,813	7,068
Year program began	1990	2016^^^	2006	2008	2006	2008	2008	Position created in 2022	2014	2009	No formal wellness program^	2012
Funding source	BSAS/Employee Support Funds	Employee Support Funds	BSAS	BSAS	BSAS/Rate Additive/Workers Comp	BSAS/Operations	Employee Support Funds	Core Funds	Office of Experience Transformation	BSAS/UCSF Health Contribution	BSAS, HCN, HDAE	Campus Funding
Wellness program housed in	University Health Services	Occupational Health	Human Resources	Human Resources	Recreation	Office of Community	Human Resources	Recreation	Office of Experience Transformation	Human Resources	HDAE, Recreation, HR, Geography (HCN)	Risk Services

Physical activity programs	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Built environment initiative (ex: painted stairwells, tap water refill stations)	✓	✓	✓	✓	✓+	✓+	✓	✓		✓	✓+	✓
Farmers' Market and/or CSA		✓	on HOLD	on HOLD	✓+	✓+	No	✓+	✓	Farmers Markets on Hold+	on HOLD+	✓
Breastfeeding Support Program	✓	✓+	✓	✓		✓+	✓	✓	✓	✓+	✓+	✓+
Emotional Wellness (education on topics such as depression,	✓	✓	✓+	✓+	✓	✓+	✓+	✓	✓	✓+	✓+	✓

mental health, resiliency, etc.)												
Financial Wellness (promote financial education opportunities and financial counseling)	✓	✓ +	✓ +	✓ +	✓	✓ +	✓ +	✓ +	✓ +	✓ +	✓ +	✓ +
UPDATED		1/18/22	5/16/22	5/24/23	5/24/23 3	4/25/22	1/18/22	5/8/23	7/19/22	5/8/23	4/14/2022	5/8/23

* headcount source is from UC Office of the President personnel count, October 2018, except for locations where medical center is reported separately (Irvine, Los Angeles and San Diego - these location provided their own headcount data). Berkely's headcount does not include student assistants.

^ Santa Barbara has some health promotion activities but no formal campus-wide faculty/staff wellness program; however, Housing, Dining & Auxiliary Enterprises (HDAE) does have a formal program, is funded by the dept and started in 2004. ^^ San Diego has a wellness program that is part of the Work/Life Program. ^^At Davis, wellness programming and promotion was provided by HR: WorkLife and Wellness with minimal FTE prior to funding of the Staff and Faculty Health and Well-being program ^^^Berkeley Lab does not have a funded wellness program

+ these programs are administered by other partners

NOTE: UC Merced, Hastings College of Law, Lawrence Berkely National Lab and UC Office of the President do not have funded wellness programs

Appendix C
Impact Testimonial Survey

UC Staff Testimonials of Overwork and Burnout.

UC staff have been doing “more with less” for too long, and it is no longer sustainable. Employee retention has proven to be challenging particularly as a result of The Great Resignation in recent years. There are an estimated 5,000 job vacancies in UC systemwide. This challenge with retention has serious implications for the UC as it can negatively impact productivity levels, employee engagement, and the overarching psychological well being of our community.

As a result, staff are overworked, which leads to burnout, medical issues, mistakes and lower productivity. Please describe the impact these challenges have had on you and your department.

Note this information will be kept confidential, your email address is not being collected, however stories submitted anonymously may be shared with CUCSA leadership, UC Regents, and Systemwide HR.

1. Please describe the impact these challenges have had on you and your department.
2. If you have any additional feedback or experiences to note, please do so here.
3. Please select your UC location. This information will not be shared with your testimonial. (Optional)
4. If you are willing to be contacted regarding your experience, please provide your name and email. Your response will be considered fully anonymous otherwise.

Appendix D

Systemwide responses

Timestamp	Please describe the impact these challenges have had on you and your department.	If you have any additional feedback or experiences to note, please do so here.
12/8/2022 0:04:12	I am extremely overworked being a one person [REDACTED] team for a department that has over 100 events per year...[REDACTED] I am only a level 2 employee but is solely responsible for everything. I asked for some student workers to help me with the workload and it's been 7+ months and nothing happened. I asked to be reclassified to a level 3 as the level in which I do my job is not just doing tasks as assigned like a level 2 should be doing, but independently take charge in my work. However, I was told I wouldn't be able to be a higher level by the MSO. I constantly receive positive feedback from students, faculty, my supervisor and MSO about what a pleasure it is to work with me but empty words mean nothing. I cannot pay my rent with nice words. If they won't let me be reclassified then at least give me a proper raise, but all I got was a sad equity, and there is nothing equal about that as no one else with my payroll title has the equivalent workload and responsibilities as me [REDACTED FOR IDENTIFICATION]. Hostility and passive aggressive remarks and gossiping from staff and supervisors who can't work remote because of the nature of their job vs administrative staff who has remote days has also been difficult to deal with. This has all significantly contributed to my burnout and the burnout of many staff members in our department. I feel extremely unmotivated. I don't understand how the university expects their staff to perform well in their job when we are not properly compensated and the leadership creates a toxic work environment.	The leadership of my department needs to have more compassion and care for her staff. All she cares is about herself and does not lead by example. She creates exceptions in the rules for herself because she says she's the MSO and not staff. Last time I checked MSO is also staff.
12/9/2022 14:46:14	My department [REDACTED] started out with 2 full time programmers and full time web designer. Through budget cuts & non-replacement/reduction of time, we now have all 3 employees working 50% time on outside projects, and 50% time in the department. However, our expectations on how long projects should take, how quickly fixes should be updated, haven't changed, while our work load has increased. Working 50% on 2 different projects is NOT the same workload as 100% on one. All 3 of us are actively looking for positions outside the university. The only reason I'm still here is my department has done 2 retentions in the last 24 months.	With increases in benefit costs, and stagnant wage increases, UC is no longer competitive with outside employment. If we don't get job offers outside, our pay stagnates very quickly. If you want to keep folks, you need regular reviews/increases that keep up with COL.

12/16/2022 13:34:14	In the IT profession there is never less work. As we hire new faculty they come in with greater IT needs than the retiring faculty. This just increases our work load. My IT unit was designed to support the department in 2004. Since then we have lost 2 FTE to budget and our work load has just increased exponentially. We are required to comply with new policy such as IS3, and IS12 without additional funds for staff or technology. I have been fairly successful at keeping my team together, but the tightening budget from campus core shortfall will continue to make that difficult. Your long negotiations with UPTe on System Administrators 3 hasn't helped either. Those staff in that position feel under valued and have gone entirely too long without raises. We used to have slow times when we could catch up on overlooked work, or special projects. Now all we can manage is to keep the place from burning down.	Campus leadership continues to be proud of low turnover numbers. This is not what many staff in departments are feeling. Since we are already short staffed for the amount of work when someone leaves, even to transfer to another UC department, everyone involved has extra work. No one ever asks us what we can stop doing, instead it is just do more with less. Faculty are equally frustrated with all the extra work that gets dumped on them because staff are no longer available to do it. As we go through the ebb and flow of centralizing into shared service centers the faculty feel cut off from the staff that would quickly help them. They become part of a corporate queue, which is not what UC is about. If we expect to be the top teaching and research institutions in the world, we need high quality staff to accomplish that. The greatest faculty member would never get a grant, purchase scientific equipment, configure a computer or turn on the lights without staff. It's time we invested in them.
12/30/2022 21:20:35	Incompetent senior staff leading teams poorly has led to so much burnout for myself and former colleagues of mine. Work is delegated poorly, no proper backup is assigned, and people feel guilty using their hard-earned vacation time because it isn't really a respite.	Poor leadership ranges from simply ineffective and rudderless, to downright toxic. The UC does not do anything tangible with legitimate complaints about abusive faculty and senior staff. Whistleblowers are shuttled between different offices, full of well-meaning but ultimately ineffective people, who provide assurances of "warnings" and "discussions" and nothing else. I personally have been contacted while on sick leave, post-surgery, because my supervisor did not know how to do something that they should know how to do. It's appalling how much certain PSS get away with just because of their tenure here. It's clear the UC cares about quantity of years and not quality.
1/11/2023 12:34:38	burnout	short staffed, development opportunities, addressing ergonomic needs
1/11/2023 12:52:40	The impact these challenges have had on my department is that several people have quit.	Hybrid scheduling has been helpful for work/life balance. So many of us are caregivers and having the ability to work from home allows flexibility that was not afforded previously.

1/11/2023 17:31:21	Our center staff has had to take on extra work. Staff members hired as Program Coordinators for one program are now being tasked with 2-3 extra programs. This is unsustainable and has an impact on students as well. The Center staff are burnt out and overworked! We are also not compensated for the extra work we are doing which is not in our job descriptions.	
1/12/2023 10:35:26	Burnout, health issues, unhealthy stress.	Its tough when a minor wage increase happens after negotiations and not only cost of living locally goes up significantly but electricity gas and all the other stuff goes up much much more. I'm happy working in the department I'm in. But if you don't switch across campus you don't get better wages?

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	to work hard, or because they only want remote work options. It is because many staff here do NOT feel valued, so they are leaving for places where they hopefully will be. Those of us who are left are struggling to handle the duties of multiple positions, without the corresponding changes in title or salary. In this reality, neither “teamwork” nor “collaborative spirit” offer any actual relief. [REDACTED] staffing model, which is deliberately “lean” to the point of starvation, has not produced a loyal, secure workforce that feels valued and appreciated. Staff are uniformly overworked, underpaid, and underappreciated. The email sent to staff states that it wants “to take a moment to acknowledge your hard work ... We value each and every one of you - our campus community ... We remain ever grateful for your important role.” I would ask upper administration: How are you acknowledging your staff’s hard work? How are you showing your gratitude? How are you demonstrating to staff how highly you value them? An email of cliched, if well-meaning, phrases does not provide any real or specific show of gratitude. It expects that staff will feel appreciated and supported by mere words, without any actionable plans. To close, I would ask upper administration another version of the questions I posed above. How WILL you acknowledge your staff’s hard work? How WILL you show your gratitude? How WILL you demonstrate to staff how highly you value them? Will it be by advocating for the raise or reclassification that your staff member has requested? Will it be by offering more flexible work hours, when possible, so that staff can have some semblance of a work-life balance? Will it be by allowing more remote work options, when possible, so that staff can avoid crushing commutes and impossible gas prices? Will it be by requiring managers to take the time to speak directly with their staff to learn about the type of support their staff need, and then following up on that in whatever way they can? If the motives behind sending the email below were pure, I look forward to seeing how directors, supervisors, and managers implement their gratitude for their staff this fall.	
1/12/2023 13:55:07	workload distribution is not balanced between my teammates	although I have reflected to my team leader, the issue is not addressed because we carry on our work for the workspace harmony, despite of the burnout. It is also discouraging to see that my teammate, whose workload is lighter than mine and is more absent at work, receives the same compensation, due to equity.

1/12/2023 14:42:52	Our office has had a revolving door since the pandemic. We have been full staffed only a small percentage of the time the last 3 years. And although we offer fully remote jobs, we are not able to retain personnel for a reasonable amount of time (most less than a year). Fully remote does also have some downfalls in that onboarding is more laborious and productivity monitoring and attendance is more taxing. Our department has also had an issue with the employee having a second job and noticeably unavailable during our office work hours. The employees that have remained have been overworked each time a person leaves and when a new person joins the team there is the additional responsibility of people to train them and get them up to speed while managing their own very full plate of workload.	
1/13/2023 14:28:13	We are a student-facing program that has had to cut down our availability of programming due to reduced staff. Our career staff has been operating at 3/4 capacity for over two years because we have struggled to provide salaries that accommodate the cost of living in our area. We have continued to lose staff to better paying jobs in lower-cost areas. We have also lost valuable staff who have been forced to choose between working at the UC or starting a family because they cannot afford rent for anything larger than a studio apartment. As a result, at least half of the remaining staff members are performing the duties of 2-3 people. 1/3 of our staff have stopped accruing PTO because they have not been able to take time off. Staff who are ill or should be on leave are working remotely because there is no one to back up their duties. The most extreme example of this is a middle-management staff member who is currently undergoing chemotherapy, who is still working remotely as often as possible because their five-person program has one vacancy (resigned mid-quarter for a higher-paying job) and one person working reduced hours remotely while on "paternity leave." Data collection and assessment have been completely halted, and they are essential since we are funded by student fees. We no longer have a business officer for our department; we share one with eight other departments, so projects have stalled or taken 2-3 times as long to complete. Currently it takes 1-2 weeks to get an email reply for a single question. We have received complaints from students about the loss and lack of availability of our services that they are paying for through their fees. Instructors refer students to us less often because we struggle to meet student demands, and collaborative programming is at an all-time low while we focus on just keeping our base programming running.	The benefits of working at a UC that are often factored into our salaries are increasingly being negated by the current conditions. Health benefits do not pay for rent. Access to events and campus resources do not help someone who commutes 1+ hours to campus because they had to move to more affordable housing. Reduced fees for graduate education cannot be utilized by someone who is mentally and physically exhausted after performing a full day of three people's duties and not taking any time off for 2+ years. Generous leave protections do not help someone who does not have any other staff members to pick up their responsibilities. We should at least be permitted to cash out on unutilized PTO when we reach max accruals.

1/17/2023 7:48:01	Reduction of vacation due to too much work needing to be done. Increased errors and rework having to be done as items get missed, rushed entry, no time to slow down and review work. When some one goes out on leave, retirement, vacation, termination; the rest of the staff struggle to keep up. Faculty and higher level researchers are not very understanding when staffing is short and expectations of this group is "it's not their problem and my work is very important and xx needs to be done ASAP". With all the new state senate and assembly bills coming down the pipe, staff cannot keep up 1) knowing the specific regulations, 2) everything is now an exception causing more piles on the plate that are spilling over and get missed and thus causing rework.	Computers and computer systems are NOT saving time as higher management seems to think it should/will. Higher management and many central departments are so out of touch with the reality of the work at the department level it is extremely disappointing. Higher management believes the work done on the ground (department level) is "easier" so pay is less when in a reality we have to know far many more policies, procedures, state laws, etc. than they every will have to be familiar with AND the consequences of actions by not following each policy to the detail, we have to pay for it in actual covering of costs of misinterpretation, lost time due to rework or waiting for upper management to roll down answers through service now tickets that can take weeks to get answered (especially in regards to all things payroll and UCPATH).
1/17/2023 8:12:36	The department I currently work in is severely understaffed. We have 47 positions and 16 vacancies. I am new to this department and role, and my experience here has been chaotic, confusing and disappointing to say the least. Luckily, I have worked on campus for over 6 years so I am comfortable enough reaching out to old colleagues and know how to navigate systems well enough, that I am able to survive here. If I was new to campus, I would have failed in this role a few months ago. I have one person in the department that I can ask questions to, and she is hardly available because she is stretched so thin. The staff that we DO have, are not competent and this has lead to me doing their jobs, and not learning my own job. I could write a whole essay on this but funny enough, I do not have the time. My supervisor vents of her need to get out of this role on a weekly basis because she is so overworked, taken advantage of by her supervisor and burnt out. As her new employee, this is a pretty awful experience to witness. She is barely surviving. I am working to leave this department as soon as I can due solely to the disfunction and lack of quality leadership.	I have a running document of my negative experiences. Although don't feel secure/safe to share.
1/17/2023 8:13:44	More errors, working faster, less time to double check work.	
1/17/2023 8:16:00	The department it dwindling, thus creating more work for everyone else. Panic and stress occurs when someone needs to call out sick.	It is wrong that the UCSB Library just divides out the extra duties to staff when someone leaves, and then decides to never rehire for that position again.

1/17/2023 9:06:50	Due to our department being 50% understaffed it has caused us current staff to take on the load of the remaining vacant positions. This has made our staff unmotivated and weary for our programming for student engagement when we rather should be excited to put these types of events on. The lack of transparency, PROPER ACKNOWLEDGEMENT and PROPER SUPPORT from our Division, campus, and UC as a whole is outright disrespectful. We constantly work extra duties outside our official job description with no extra pay, benefits, or even PTO to account for one person doing the job of two. It is hard to look forward to working on a campus that operates with the front that everything is okay when in fact we are tired as hell and over our jobs at times. I believe the UC lacks general "read the room" abilities and forgets that us newer generations do not care to give our precious time away to corporations that underpays and disrespects us, so we will leave with absolutely no regret. If the UC wants to improve their retention rate and vacancies, wild guess (not really), maybe start valuing us properly and recognizing how it's us regular admin, custodial, and other general staff that keeps the UC from crashing down.	Maybe mention how outdated our hiring systems are. The UC wants us to recruit at a fast rate to fight the vacancies, yet we have to go through a complex maze of a system that seems to have been created when Obama was first in the White House.
1/17/2023 13:11:09	When I began my role, the position directly above mine whom I would be reporting to was vacant, and remained vacant for my first 6 months, as was the decision of my directors to not post the position. This was actually one of 3 vacant supervisor roles, which meant that my director went from 3 to 10 direct reports, over half of which had been hired in the last year. To say that my training lacked thoroughness and support would be an understatement. Many of those who have left my department did so because they were seeking higher wages for the role they were in. We are the lowest paid UC campus for my department, thus everyone who is in my role at another UC makes more than me. They also have expected us to complete a lot of the tasks formerly delegated to the vacant supervisor positions. Because of this staffing shortage, our directors have gone back on perks they once offered, such as the opportunity for a hybrid work schedule, and frequently deny our time off requests even given months notice, citing staffing as the reason.	
1/17/2023 13:19:54	There is no shortage of work to do, consequently, priorities frequently change. Some tasks/projects/work has to be put aside for new or higher priority items. This creates a backlog of work and pressure on staff to figure out how to do more. Internal customers and coworkers have to wait longer to get projects/tasks completed or they are sidelined and even canceled.	Being short staffed means that opportunities to improve processes or systems cannot be undertaken. The best we can hope to accomplish is to try and keep up. Out of date processes and systems that make work more difficult cannot be improved due to lack of resources; lack of resources keep us working inefficiently; which burdens staff, creates burn out and disillusioned staff that cannot see any improvements on the horizon.

1/17/2023 13:20:31	-We were extremely understaffed. My supervisor took a temp & higher position within in my larger department, which meant I was in charge of my area alone. I was given a small stipend to help compensate, but did not fully receive that for 6+ months. -Working solo in my department w/o being able to apply for the Senior positon, meant that I made significantly less money & worked longer hours. -The restructuring within my department has made things difficult in knowing who to go for for help from a supervisor & assistance in general. I have no idea who to ask things of -Its taking twice as long to get things fixed in my building. -I was not able to take vacations or even days off because I had nobody to fill in for me when I was gone. I was constantly on call on days off or getting called in to fix things -I have been feeling extremely tired and burnt out from my job. I have been thinking of taking job offers for other companies, even if its not a higher pay, just because I am tired. I have had more health issues and have been sick more often since taking on more responsibilty without an official title or help. My job is not built for one person to do solo, or it needs to be paid a livable wage. -I have almost had to move because I cannot live off the salary that I make. -I have had EXTREME issues with getting up in the mornings and now dread coming to work some days. I love what I do, but i just want to sleep. -Even on my days off I dont do as much for myself personally because I am feel so exhausted and having such a stress response that i just want to sit & do nothing.	I think the UC, especially mine needs to look at what we are being compensated for the work being asked of us. Had my department/[campus redacted] done more to make me feel valued, I would have felt like it was worth the stress. Instead I am constantly debating if being a UC employee is worth it.
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1/17/2023 13:35:31	Office of Admissions (undergrad)	Every year, the evaluation unit within the Office of Admissions is required to forego taking any vacation hours between January and mid-April due to the application review workload. We are often asked to work overtime as well. Last year, due to staffing shortages, we were required to work overtime. There is no ladder for advancement in our department and no guarantee of an annual COLA. Training for an evaluator position takes a full year; we regularly lose staff to other departments and outside companies because of the lack of adequate compensation, particularly in relation to the ever-growing volume of work, the changing responsibilities we assume, and knowledge we are asked to master.
1/18/2023 8:51:27	My mental health has dramatically gone downhill over the last few months. I have had to join an accelerated depression program for 8 weeks and now see a therapist once a week for help. I have since been medicated and referred to TMS therapy. It's daunting waking up and coming to a place that does not value you or support you.	I would recommend during this time that supervisors and managers receive some sort of training that allows them to be more compassionate or supportive to the employee needs. More value needs to be placed on employees in the organization or the UC system as a whole will lose employees.

1/18/2023 11:00:17	When our MSO resigned for another position on campus due to burnout 14 months ago, it created a vacuum of leadership in our department that has only barely started to resolve itself over a year later. It was first very difficult to attract candidates with the right range of experiences when we first re-hired for the position. We ended up taking a chance on a very bright [REDACTED] alumna who had transferrable skills from previous off-campus positions, only for her to find there was no training and little support for learning the very complex job duties of an MSO (outside of just bugging other busy, overworked folks in other departments who should not have to be unofficially managing a peer.) She was expected to somehow just instantly absorb the knowledge needed to do the job and largely felt like she had no context for what she was supposed to be doing on a day to day basis, which is a symptom of a larger issue at UCSB - there is no effort put forth in creating systemic training programs for these high-level department management positions. She lasted a grand total of 6 months in the position, nearly two months of which were spent on medical leave for hand and arm injuries incurred on the job. As staff, we were sad to see her go - she advocated for better working conditions for the rest of us and was incredibly supportive, but the system wore her down in the end and it was good that she moved on to recover her health. During this time, however, we as staff were forced to perform extra workloads. While I don't mind this in the short term as I believe in working as a team to achieve common goals, two things stood out to me as extremely problematic here: 1) we were actively denied additional compensation (in the form of raises or even temporary stipends) for this extra work we were burdened with for months and months on end with no specific end date in sight, and 2) we were all doing things well outside of our own scope and experience level, and again, with next to no training, conditions which are ripe for making mistakes big and small. There were a number of issues that arose in our budgeting and academic personnel processing that arose as a direct result of this, making all of our jobs harder in turn. We have since hired among our existing staff for a new MSO and things have leveled out, but I'm finding it really hard to work with the same sense of purpose and mission that I once did knowing what I do now: this university operates its staff like a house of cards, and if one thing changes for the worse in leadership (the MSO, our faculty chair, etc), then the whole thing will come tumbling down, and somehow we as staff (paid excruciatingly low hourly salaries) will just be expected to pick up the pieces and keep on keeping on with few to no additional resources. It's become abundantly clear to me that higher admin actively does not care to compensate us correctly for the extra initiative we've taken in keeping our department running during this difficult year. If this level of disruption happens again, I will have to strongly consider moving on to a different position, either elsewhere on campus or perhaps leaving the university entirely.	[REDACTED CAMPUS] needs to pay people more. I cannot say this enough - if you're going to add additional burdens to our plates, there needs to be adequate compensation for it. It's a basic issue of correctly valuing our essential labor. As staff we cannot un-see how things fall apart if enough of us quit for better conditions (or are forced to leave the area entirely as the housing crisis continues) and [redacted campus] will continue to hemorrhage quality workers if it doesn't drastically rethink its plans for staff compensation very soon.
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Last year I moved to a larger department on the SB campus with the hope that team workload coverage would be more manageable with more people to lean on. However, with overlapping medical and maternity leaves within a team who was already operating at absolute maximum capacity, I am once again feeling the effects of dire staffing issues and carrying far heavier a load than is reasonable or livable. I have felt throughout my experience at UC that it is very hard (actually, I have yet to see it once) to get support from leadership to hire temps or part-time help during these incredibly difficult times, which happen frequently. It is also a painfully slow and challenging process to obtain temporary stipends for those working an extra 0.5 FTE or more, despite how supportive supervisors are and how hard they try to expedite. For example, I didn't receive a temporary stipend for coverage of someone in a higher level position than me until 2 months after the 4-month coverage even though my supervisor started the process 2 months into the coverage. People who cover any extra workload at their current or lower experience levels aren't even eligible to receive extra compensation, despite the increased workload being just as time-consuming! Very disheartening and entirely unfair.

Presently, it's incredibly difficult and dread/anxiety-inducing to operate within my C&G team of 3.5 FTE when we normally have 4.5 FTE who were each honestly already working more than their designated FTE to achieve the department's bare needs. Many slightly less urgent, overdue projects and important financial tasks have been piling up under us since before I started, a rate which has increased exponentially during this current short-staffing period. It's much easier to make mistakes and miss important emails that come in, causing us to need to drop everything and put out fires which could have been easily avoided if we were properly staffed. In addition, some staff we still have are participating in the FMM project, which has proven to take up to 3 hours per day in spontaneously scheduled meetings, plus the resulting financial projects that must be executed on strict and short timelines. In fact, I was hired to help cover for the effort taken up by this project, but instead I am needing to cover much, much more. Some of us are putting in 3-4 extra hours each night just to get by. We talk to our supervisors about offloading, but it feels awful to put it on them when they are in the same boat and they can't do much to help us in the ways we need. Morale is low, stress is high, health and wellness is suffering. It took me days to be able to designate a few minutes to write this up, which I am passionate about doing because this issue is incredibly significant and potentially catastrophic for UC retention and overall success. I'm at the point where I daydream about quitting and have started researching jobs outside of UC. I am a highly valued member of the contracts & grants/financial management staff group on campus who's been here for 7.5 years.

I've survived through times of a staff of 5 being temporarily reduced to 2, having to share the duties of a whole department with one other person and hire a new team. I've experienced 2 departures at once for the 2 positions higher than mine, a time where I had to jump into a supervisory role for the remaining team while hiring a new administrative lead and a new financial manager in March 2020. I've been through countless seasons of short staffing and the mental effects of covering more with less. It truly is not sustainable. I hope that UC can come up with a better way to support our overworked administrative staff, without whom we would immediately fail. If not, I fear that I and many of my competent colleagues will go elsewhere.

1/19/2023
9:33:02

Thank you for soliciting this feedback. We want to be heard, valued and considered. We want ACTION. We want fair treatment when we work more than we've been hired to.

1/19/2023 16:52:29	Morale is LOW, some staff are considering resigning, staff is overwhelmed, stressed out and frustrated and believe Senior Managers don't care.	I was recently asked to participate in a training series and create a staff initiative based on the skills I learned during the training. The training was horrible, I learned nothing. My team was required to create an initiative that we know isn't going to help the staff and therefore was a waste of time. I am tired of doing things for pretense instead of focusing on real issues that need to be resolved that will produce positive change for the staff and create a better work environment.
1/20/2023 12:41:05	I find myself taking over other people's job. There is no clear set of guidelines for what pertains to me and what instead pertains to other people, and it's also very hard for new hires to advocate for themselves without the fear of being fired. To make this worse, many positions (including mine) are only 1 year positions as a contract, with the hope that those positions will be made into permanent ones after that 1 initial year. So, because I want my position to be made into a permanent one, I cannot say no to extra work, even if I'm over-burdened. It's unfair that there is this pressure to go above and beyond and sacrifice our free time and personal time just for the hope we may be made into permanent members of the team...this creates very inequitable and unfair work environments.	In my personal experience, a lot of the burden falls on new members of the team and new hires, because their positions are much more precarious than those of permanent staff members. Because new hires, who often have 1 year contracts, want their positions to also become permanent, they cannot set boundaries when they are overworked, for fear that it will send the wrong message to their managers and therefore they will not hire them as permanent members of the team. This creates environments that are fundamentally inequitable. The UC should protect new hires more and do a better job at offering permanent positions, so new hires don't have to sacrifice their personal time in the hope of being hired permanently.

1/20/2023 16:59:53	Just one of many examples: My academic department has a total of seven staff positions. Starting in January of 2019 through September 2022, my department had the following turnover: 1) Four Business Officers 2) Three Finance Assistants 3) Four Academic Advisors 4) Two Program Assistants, with the position remaining intentionally vacant for a 14 month period The three remaining staff, including myself, had to not only cover for these vacant positions, but find the time to participate in the recruitment, hiring, and training of the replacements staff. I worked 50+ hour weeks regularly for over two years and accrued over 450 vacation hours due to not being able to take time off as it would have left the department with just two experienced staff members.	Needless to say, this was an insufferable period for me and colleagues. But I was willing to do what had to be done during these unprecedented times. I always felt my efforts and sacrifices to keep the doors open and make sure our students and faculty could get their jobs done would be appreciated, acknowledged, and eventually rewarded by my department, campus and the UC. But that was not the case. Over the past three years I've watch my faculty get their regularly scheduled merit promotions, every union in the UC obtain unprecedented perks and double digit salary increases. Meanwhile my fellow 'policy covered' colleagues and I got 0% raise in 2020, just 3% in 2021, and a 4.5% "making it up" raise in 2022. These raises don't even come close to keeping up with general inflation during this period, let alone reward me for my efforts and sacrifices to keep the university afloat during the pandemic and the great resignation. I have little to no faith left in my campus or the UC and question every single day why do I keep coming back to work for a place that treats their most dedicated staff in such a way as I and others have been treated the past three plus years? What is my incentive to stay?
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1/23/2023 11:49:53	In all my positions so far in the UC, I have had to deal with inadequate trainings for positions and always coming into a position with a backlog of work to do. Many department's are not supported when vacancies arise and the present staff are expected to fill in for the vacant staff without any type of additional compensation for their time. When I moved positions (in the same department), they made me do both full time positions at once which really led to me becoming burnt out and overworked. Also, the new position I moved to was exempt so I received no additional compensation for my 20+ overtime hours a week (yet my department/college was receiving salary savings from my old position being vacant) . I have noticed in the last few years that vacancies have become more prevalent and in my experience, this leads to staff members constantly having extra work to cover a vacancy (instead of it being just helping cover for a short time). Many departments also need more staff, but lack the funding to have them. This often leads to one person being overworked or the whole staff being overworked. After being at a new position for only a few months, I am already ready find a new one. With all the extra work and especially the overworking of supervisors/managers who get no overtime pay and get paid inadequately, it doesn't seem worth it. As a supervisor, my team all got higher raises than non union workers. I feel like I work very hard and a lot of overtime and it felt like the UC doesn't value any of their non union workers who are usually the managers and supervisors of the departments. I am currently looking to take a step down from my role and find a union covered non supervisor position since they get compensated more fairly and get higher raises to help combat inflation (most supervisors I know are only compensated a dollar or two more than who they supervise. In my last position I made .30 cents more than who I supervised and had more responsibilities). In my area, I cannot afford a one bedroom apartment on my wages as a salaried supervisor (who works in a college and is Deans staff) with years of experience and I know many people are in this same boat. This adds to the dialogue of workers being taken advantage of and worked until they suffer burnout. Also, there are major disparities between faculty/academic and staff wages. The graduate students just won a great union deal that allowed many ASE's to get LIVABLE wages, daycare support for their children, and their health insurance paid in full. Why are staff always exempt from these allowances? I know that all the staff within my department felt very under appreciated with this deal, not because we didn't want students to get this, but because students were now making more than most of us. The school deemed students salaries not enough, but left their staff with even lower ones. I don't even want to get started on why faculty get housing allowances but staff are expected to live with room mates to get by. I understand faculty are paid for the expertise and the years of work they put into their research, but without staff the campus would 100% fail to work.	Another key reason staff are leaving is because of the wages not being equitable. I have seen many new non-UC employees get hired into the UC making more than someone who has been in the same position for years. I understand this has a lot to do with when an individual enters the workforce and how the market is doing at the time, but this leads to a lot of discrepancies. Equity increases (if the department requests it, which many don't) can get the older employee a wage similar to the new employee, but it doesn't take into account the experience levels (& that the new employee will need a lot of training and 1:1 time to become self-sustaining). Also, that usually the older employee is tasked with training the new employee is problematic with these wage inequities.
1/24/2023 9:00:12	Our university experiences high turnover and vacant positions. Yet, somehow, those who remain cannot get raises that would allow them to live and raise families in this HCOL area. Until salaries are enough to rent and buy houses near UC campuses, high turnover and the eventual burnout of those who remain will persist. This is a systemic problem. The 5,000 vacant jobs aren't the result of the Great Resignation; they are the result of UC not investing in staff.	

1/24/2023 9:25:24	UCSB is one of the leaner campuses when it comes to staffing. Over the last 5 or so years our campus has seen a number of new systems being implemented without proper support. UCPATH for example had lab hours where you could go and get help with entries that you were having difficulty with. The people that were there to help you often had no idea how to deal with the issues and had to get back to you with possible answers or work arounds. In addition UCSB has continued to increase the number of faculty that they have been hiring. This increase results in a larger workload for staff. However the FTEs in departments staff haven't increased to absorb the increased workload. In addition to this once a staff position opens up there are very few applicants and most of those applicants are from outside the UC system and therefore require a great deal of training from a staff that is desperately understaffed. Personally there were months where I was responsible for completing 3 people's jobs. I would work until 3am and be back at it at 6am. In addition to the long working hours. The demands and frustration of the faculty who didn't feel they were being properly supported only added to my work load. Treating employees this way is the reason for the Great Resignation. The staff generally feels OVERWHELMED and certainly under valued in the UC system. Faculty continue to receive their raises while staff working conditions are worsening without raises that begin to approach a cost of living increase. This is not a sustainable model. Most people that are able to retire are choosing to leave rather than endure these working conditions. I have been with the university for 13 years. The once coveted UC positions now remain vacant. This is having a trickle down affect. Now we are faced with the daunting task of implementing an entirely new accounting system that will affect every aspect of our daily lives with once again not enough staffing and overwhelming to do lists to make this happen. UC needs to make a serious shift in how it views and respects its staff. The physical affects of the past 5 years for me were I gained 10 lbs and was very depressed. I was on the hamster wheel with no way off. I seriously considered leaving the university and going back to the private sector. I really believe in the UC mission and higher education. This is not the way staff should be treated. I hope that the university takes a hard look at how staff are treated and valued. The overall morale is low and the workloads are not sustainable. The pride we used to have in our work is waning. We want to do good work and restore UC to its former glory help us to make that happen before it's too late.	
1/24/2023 9:28:25	I have had to add to my already busy workload due to losing colleagues in recent months. It has led to a decline in responsiveness to other issues, and an overall decline in service quality. Aside from that, the extra work has not been compensated.	I believe that the rising housing costs, and overall low salaries for non-Administrative staff, has caused this exodus throughout the UC system. People have grown tired of seeing most of their checks go to rent.
1/24/2023 9:32:31	In the beginning when little was known about COVID-19 we were fearful of contracting the disease. Also longer hours when cases were higher.	On a positive note the university offered COVID leave pay for the last 2 years which was great. Unfortunately that is no longer the case even though the disease is still not gone.

1/24/2023 9:57:40	An incredible amount of turnover & inability to fill positions; at least one MSO on stress-related medical leave at any one time (sometimes multiple); poor performance and attention to detail because people are doing 2+ jobs; extensive overtime work; increasing faculty complaints; resentment towards the university; working in a system where faculty and upper admin make plenty of money and get less and less work, while the staff are sacrificed financially, in the workplace, and treated as 3rd rank citizens in times of emergency; an upper administrative system that refuses to reassess processes to improve or streamline them if it means the faculty have to change anything or get their act together in any way - they would rather just have a broken system and no staff; a chancellor who takes pride in running our campus with less staff than we need, and continues to pull support for appropriate staffing levels, so now we have a snowball effect where no one wants to work here since everyone is doing more than one job; NOT PAYING US ENOUGH TO LIVE IN OUR LOCATION OR EVEN NEAR IT - especially while the faculty get raise upon raise upon raise. The list goes on. Personally, the stress was so terrible it created multiple health issues for me that finally compelled me to request a remote work accommodation because - amazingly - several improved when we transitioned to remote work during covid. Removing myself from campus has materially improved my health and allowed me enough mental space to continue in this job. If that hadn't happened, I also would have quit.	Henry Yang needs to go. He's senile, ineffective, all the faculty can't stand him but won't initiate a vote of no confidence, and the staff absolutely hate him because he creates a horrible hateful caste system on this campus that runs the staff into the ground. He has purposefully run our campus with less staff than needed for years and now we won't be able to recover given the post-covid job landscape and insane housing prices. We are one of the most expensive locations in the state, and the second lowest staff salaries in the UC. Meanwhile our campus full prof. have some of the highest offscale and above scale salaries. We desperately need new leadership. UCSB is beyond toxic.
1/24/2023 10:12:25	My unit on campus feels overworked and undervalued. We have asked multiple times for an additional team member to share the workload but the leadership either doesn't see the need, doesn't believe our feelings of burnout, is cheap, or doesn't care....some combination of these it seems. We provide an essential service on campus. None of the research - that brings in tremendous money, prestige, and value to the university - would be possible without us, so to feel undervalued is a huge bummer and contributes to low morale. We also get paid poorly for doing a difficult job and especially when compared to our sister campuses. Raises are not in any way keeping up with the cost of living in California. It's bleak and for all of these reasons i am looking for a job outside of the UC system.	My unit went remote during the pandemic and continues to be so. We all work from home. While it is a privilege and my preference to work from home, I do believe the lack of a separation between work and home contributes to feelings of overwork and burnout. Without time for camaraderie with colleagues, walks to other departments or lunch etc., I find that i spend more time just working at home than I did in an office setting. It's good and bad. I don't expect the university to have a solution for this, but I think a collective acknowledgement that this may be part of the problem would be a step in the right direction.

1/24/2023 10:21:51	I used to look forward to go to work...everyday. I worked hard, everyday. I enjoyed interacting with the students that utilize their Recreation Center. I also enjoyed working alongside the fellow professional staff as well as our most important student staff that keep our programs running. We had just enough time to facilitate current programs, to develop new programs and to be working alongside a well trained aquatics program staff. Currently I dread coming to work, everyday. The professional staff are still committed employees but they are also feeling tired of UC continually throwing more duties to them/us. Our student staff are working less hours per week which means we have to carry a larger student staff now. Finances are tight...tighter than I have seen in my 20 years at [REDACTED]. Payroll takes at least 3 times longer than when we did it with paper. We have to purchase everything through gateway, another task that was thrown at us. Those are just a couple of examples of new extra duties. The decisions to implement these additional duties were made, we had absolutely no input, instead we were told this is now your responsibility. I gotta ask, if we are doing all of those newly assigned duties how are we supposed to run a [redacted] facility?, That is what burned me out. Being told and not consulted about the new duties the university decides to make us include in our work duties. At what cost...the worst staff satisfaction I have seen since I started here. High staff turnover and lowered expectations...both problematic for the students, faculty, staff and community members that we serve.	Staff retention is hard now, both career staff and student staff. We used to budget some money so we could feed our student staff that attend our inservices. Now, we can't feed our student staff because of budgetary restrictions. Understood. But my concern is that food is served at professional staff functions and yet, we can't show that appreciation to our student staff.
1/24/2023 10:33:07	I pride myself on doing not just good work but great work. I work in visual communications and everything I make is a direct reflection on me. It pains me to have to do sub-par work because of just being overloaded. It pains me to have to turn down work that should be done because my department is so understaffed. The faculty, staff and students whose stories we are telling deserve better than this. A top 10 public university should be staffed and supported better than this. An employee in a department we work closely with retired and I just absorbed her entire workload with no plans to rehire. Out of necessity I've had to offload portions of that to unskilled employees and try to help them succeed in an area that they are not trained in. This results in additional management work for me and often subpar results.	With my department having zero budget, there's no path for me to advance my career. I'm stuck at the position I'm in, expected to give 110% to every project, expected to meet "UC core values" and go above and beyond to earn even the most modest merit increase, knowing that the cost of living is continually rising and my pay is not keeping up. This doesn't even touch on the mental and physical toll on me. I've had significant health challenges and while I'm grateful for being able to keep my job, I have been supported generously by staff donations for a recovery from a major surgery. Why do staff have to donate their own sick time to help a valued colleague? And where is the support from the UC? It's business as usual. I had planned to ease back into to working and instead I've had to just jump right back into to full time overload. The pressure from management to be in office, just to sit in a cold building and be in a zoom meeting is just ridiculous.

1/24/2023 10:41:28	Working in a central office, my workload has greatly increased due to the shortage of staff in academic departments. There is a constant training issue with new staff and constant turnover. This results in essentially doing the work for other departments.	Additionally it is frustrating and deflating to know that my counterpart who was hired 4 years after me, earns a higher salary than I do. I was told that they needed to counter what her original department was willing to retain her at. Eight months later, I received a 10% equity increase that still did not match what my counterpart earns annually. I was also told that 10% is the maximum increase that the division can provide.
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There are many different ways in which the overwork and burnout is occurring. One problem is the amount of time it takes HR to approve an updated position, a reclass, or a new position. When it takes over 3 months to even approve a position for posting, that leave the department in a severe work deficit with other people having to cover the duties. In smaller departments, this is particularly hard. However, I have seen larger departments lose half their staff and one person is having to cover 3 other positions in addition to their own! At our location, our advertised wages often don't match the cost of living in this area. Our campus also really wants most people to be in person 5 days a week. This is causing us to have trouble recruiting people once the position is posted. For entry level positions, we often have people leaving within a year because they can't afford to live here. Many people leave because they can get remote positions at other campuses and don't have to commute anymore.

With regards to the day to day overwork- work volume is increasing and there is no extra help. There is only so much that staff can do in a day. Many managers and exempt staff are working more than 40+ hours per week. I know that I am! There is no way to get everything done and some things will just be delayed or not taken care of because there are other urgent matters. Also, with the increased work load, you need to work faster and this leads to errors. I can't and don't want to ask my hourly employees to do more work.

On a very personal note, I was diagnosed with breast cancer a year ago. I underwent a double mastectomy and ended up having 6 additional surgeries last year. We hired a retiree on a temporary recall appointment to help cover for me when I was out. Unfortunately she often worked less than 6 hours per week, so most of my work was not covered and I came back to a large backlog after my surgeries. The retiree also quit earlier than she had said she would and only a couple of weeks after another major surgery that I was hospitalized for. I had to return to work 4 weeks earlier than planned because of this. I was not physically ready for this and developed an autoimmune disease from stress that made my hair fall out in patches. The psychological and physical toll was immense.

I've healed up from my surgeries, but have also developed some severe stomach/gastrointestinal issues that are aggravated by stress.

I would also like to say that my chairs are very supportive of me and have not pressured me in any way. They are just as frustrated with the staffing situation. However, as a business officer I have to be there, particularly when we are down several positions. A department doesn't run by itself. There are certain things that only I have the authority to process and if I don't, there could be dire consequences.

ASAP runs workshops, but for most people, we don't have time to attend them because we are too busy.

1/24/2023
13:21:06

1/24/2023 14:16:07	Despite the talk about our department being "one of the best departments to work in" we currently have 3 vacancies but a totaling FTE of ~2. Admin only wants to fund half positions, yet nobody wants to work half-time. We posted a 50% position and received a total of 0 applications, a staff member had a potential applicant for that position but once they saw the pay rate were discouraged and never applied. We also have another vacancy that is currently 50% funded and 50% supplemented with gift funding but what happens once funding ends? Do we cut hours? Does the Department take a loss? Funding and pay rates seem to be the issue here. Don't forget about the work that gets pushed to other staff members once a position becomes vacant. Constantly making staff members struggle to find the solution to a problem that wouldn't have been yours if that position was filled.	
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1/24/2023 14:17:42	Over the course of two years in my position, I have had three managers, including several months between hires during which I did not have a manager. Of the five staff roles in my department, several other positions have also been vacated and required new hires. I and my remaining colleagues have always been devoted to the students, faculty, and each other, and we have all taken on additional duties outside of our job descriptions, and at higher levels, in order to keep the department running. This has led to longer hours, increased stress, and yes—burnout. It has been frustrating to spend valuable time figuring out how to do someone else’s job without training or supervision when what I want is to be doing my job—the job I was hired for—excellently. We have had to devote time and energy to matters that our supervisor and coworkers would be doing, had those positions not been vacant, on top of maintaining our own positions, with little to no support. One of my supervisors sustained a work-related injury that required medical leave, which demonstrates the pressure UC employees are under. This supervisor eventually found the position untenable. While they were away and once they left, those of us remaining were further overworked, which emphasizes the compounding nature of this problem. We have all consistently been expected by higher campus leadership to execute tasks for roles not our own without complaint and without additional compensation. In Santa Barbara, with the housing crisis and high cost of living, our wages are already low and raises fail to keep up with inflation. And we have been performing duties for roles at higher pay grades on top of our own increasingly demanding roles, resulting in detrimental effects to our bodies, mental health, relationships, and indeed, our jobs themselves. Additional compensation is not an answer. Taking on additional duties should be a conversation between employee and supervisor, with tasks mutually agreed-upon, defined, and appropriately compensated. But when employees are forced to take on additional duties under duress, fair compensation would be a start. The majority of my time in this role has been fraught. I have faced increased psychological and physical stress in an inflexible and demanding system. While watching coworkers move on and suffering the effects of their absences, I have often considered at what point “overworked and underpaid” will be time for me to leave, too. Currently, my department is, thankfully, fully staffed. I love my job, and I’m glad I get to devote myself to it fully once more. But if the institutional problems that lead to burnout continue to go unaddressed, I know that I cannot depend on a future here.	
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1/24/2023 14:38:18	Not only are staff within the department working more with less, their wages do not account for this increased workload. In addition, most staff do not even make enough to afford to live in a majority of California. Staff should be able to afford a one bedroom apartment, but with the housing crisis and inadequate wages, staff are forced to live in unsafe or uncomfortable situations. The housing portal you offer to new staff is a joke considering most rent is simply impossible to afford on our salary, so many staff members take on additional jobs in order to supplement their poor income from the University leading to exhaustion and burn out at rapid rates. Mental and physical health are taking its toll given the compounds of workplace stress in addition to the increasing costs of living. Somehow we are forcing staff to come in person, yet not addressing the cost of living and housing crisis? We were fully remote and proved it can be done, yet we force staff to commute or live in awful situations just to come to work. Yet the Graduate students and Faculty are getting these issues addressed while staff members are left to continue to struggle despite how integral they are to the university. These massive turnover rates and hiring of new staff does not address the issue, it only puts a temporary band aid over a gaping wound since new staff need training and usually cannot immediately take on the increased workload and there is no guarantee they won't burn out from the surrounding stressors as well. Something has to give and it usually isn't the UC which treats their staff as expendable. Even writing this, I am fully aware there is likely little change that will be made because this university does not care about its staff and an article will likely have little impact unless changes are made to support staff as we do other communities on campus.	
1/24/2023 15:35:10	Increased conflict, increased stress, overwhelm, resentment, increased leaves of absence, Increased turn over.	The UC needs to make systematic changes to how employees are appreciated through compensation. UC needs to realize that what worked before doesn't work anymore. There needs to be freedom to offer bonuses, merit raises, promotions, ability to make more than 100% pay through stipends and honorariums to staff. People can't afford housing with these salaries. How bad does it need to get in order to make BIG changes to the system and get rid of the bureaucracies that make good people leave?
1/25/2023 9:38:12	A couple of years ago we had some turnover in our Financial and Business Management team, then it continued and continued and continued. Other people going out on maternity, two deaths of people in the same office since Covid began, people replying to emails saying I will handle things they usually do, pushing their work onto me, people coming to work with symptoms and Managers not automatically sending them home...	Lack of sleep, high anxiety, pain due to stress, feeling sick all the time, having a lot of personal responsibilities, sick-dead-dying family and friends, sick family and children, lack of general happiness, the mood in the office is bleak, our engagement has deteriorated.

1/25/2023 11:11:24	-We were extremely understaffed. My supervisor took a temp & higher position within in my larger department, which meant I was in charge of my area alone. I was given a small stipend to help compensate, but did not fully receive that for 6+ months. -Working solo in my department w/o being able to apply for the Senior positon, meant that I made significantly less money & worked longer hours. -The restructuring within my department has made things difficult in knowing who to go for for help from a supervisor & assistance in general. I have no idea who to ask things of -Its taking twice as long to get things fixed in my building. -I was not able to take vacations or even days off because I had nobody to fill in for me when I was gone. I was constantly on call on days off or getting called in to fix things -I have been feeling extremely tired and burnt out from my job. I have been thinking of taking job offers for other companies, even if its not a higher pay, just because I am tired. I have had more health issues and have been sick more often since taking on more responsibilty without an official title or help. My job is not built for one person to do solo, or it needs to be paid a livable wage. -I have almost had to move because I cannot live off the salary that I make. -I have had EXTREME issues with getting up in the mornings and now dread coming to work some days. I love what I do, but i just want to sleep. -Even on my days off I dont do as much for myself personally because I am feel so exhausted and having such a stress response that i just want to sit & do nothing.	Lack of staff ultimately impacts the students!
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Our former MSO resigned effective January 1, 2022 - more than a year ago. Due to delays in HR (who was also woefully understaffed) we did not have a replacement until almost six months later. During this period we lost our Financial Analyst, and also could not get that position approved (again, due to HR issues) for replacement for more than three months. During that time an existing staffer volunteered to take on the work, in anticipation of interviewing for the position (which she eventually was hired into), but that meant shifting 1/2 of her workload to me. Once she was hired into the position I was required to take on all of her workload - which I've been doing for more than 7 months (after taking on the 50% before that. And her hiring/promotion was delayed due to a lack of HR staff.

Once we hired a new MSO, and she came on board, she was mistreated so horribly by the other three existing staffers (who had been running wild during the six month period without MSO leadership) and by our faculty leadership, that she was on the job for slightly more than a month and then went on stress medical leave. That left her duties to be shared by our faculty leadership and me, as I am the senior staffer. This MSO was on medical leave for four and 1/2 months before engineering another 90 days remote work under the justification that her stress was still so intense that she "could not leave her home". She has been open about traveling, and has spent a great deal of time in northern California and is currently living in Lafayette, Louisiana with a boyfriend - despite a technical residence in Goleta, CA.

She is anticipated back to on-site work in the middle of March, but we assume that she will try to arrange for a fully remote position - despite the department's position that we need an on-site MSO. I continue to handle her on-site duties.

After this MSO went on leave in early August, the three employees with whom she'd struggled resigned, and now work for other UCSB units. For about 6 weeks I was the only staffer in my unit, which normally requires five FTE staffers and an MSO to operate effectively. I was told that I was not entitled to any additional compensation at that time, since the staffers' work was beneath my pay grade.

When we were finally able to begin rehiring, and had a new Financial Analyst, who began on October first, I was then told that I might be eligible for a stipend for the period that I supervised him in the absence of the MSO, and that the period of that stipend would be from October 1st through the middle of December, when the current MSO "returned" from medical leave, but worked remotely. I've not seen any movement on this stipend.

I've been promised reclassification by my chair as a result of my service during this time, and the demonstration of my leadership abilities and hard work. I've seen no movement on that either.

I am currently looking for another position and am in negotiations with a non-UC institution. Should those talks result in an offer I shall leave a job I've loved for 7 years.

My commitment to my unit has been ignored, while I've taken on the work of multiple employees, not the least of which are those of an MSO who is defrauding the University by violating the strictures of her medical

1/26/2023
8:17:26

	accommodation claims and who has been allowed to work remotely. HR has been made aware of the fraud and refuses to do anything. What I can say about all of this is that I blame the University for not adjusting to the reality of the "Great Resignation" after Covid, and when we came back to campus in Fall of 2021. What became very clear was that most of the issues have come from a failure to prioritize re-staffing HR, so that the delays in approving hires (and other HR issues) could be avoided.	
1/26/2023 9:56:05	Morale at work is at an all-time low. My small department, of about 13 individuals, is doing the work of a department double our size. We need more staff but are told there is no budget. We need updated computers but are tasked with using outdated, slow machines. Our team has to take on the burden of crisis communications and management for every bad decision leadership makes on campus, and this has negatively impacted many of our team's mental and even physical health. It is no surprise that we have had several early retirements. We are good at what we do, and we make it work, yet scarcely receive recognition. It feels as if no one is truly advocating for us, that even our direct leadership is afraid to stand up for their staff. Every year I am tasked with more "goals" to claw a little more than my standard 3% annual salary increase but after the covid pay freezes, higher healthcare costs, and 9% inflation, this doesn't come close to being worth it. My monthly take-home is less than it was in 2018, yet our Chancellor, who is less involved in campus than ever and is given free on-campus housing, is given an almost 30% pay bump; the optics are NOT GOOD. So-called flexible work situations are not actually flexible due to poor management and the benefits are now less than those offered in the private sector. I love the work that I do at the UC, but the leadership and compensation are so poor, I am actively looking for work elsewhere.	I am tired of earning 30% less than those doing the same job in the private sector. The cost of living is at an all-time high, yet I'm expected to settle for a lot less. With the availability of more remote-work opportunities, I am ready to leave UC employment.
1/26/2023 15:42:41	Since I have onboarded with [UC campus] almost 2 years ago, it has been difficult to understand processes, such as posting a recruitment, or similar HR tasks, finances, telecomm services & IT services. These are the services I reach out to most often and each time I have had to follow up as there are gaps in the process, or I have been provided incorrect information, or have been passed off to another person, department only to be routed in another direction. It has been very confusing and frustrating.	

1/27/2023 12:55:13		In Spring 2022, I went on my second medical leave for mental health in 10 years. I was seriously ill all of 2021 without a diagnosis but still worked fulltime remotely during lockdown. My mother, who lived in my town, died unexpectedly a week after staff was called back to campus in September. Over the next few months, I discovered the depth and pervasiveness of an unyielding and uncompassionate faculty. One staff member resigned and the thought of taking on the frontline advising position on top of my own job nearly caused me to have a serious mental spiral. I became fearful of losing my job because I was struggling with grief and work overload. At the same time, the department experienced its own Great Resignation. Over the 6-month period I was on medical leave, 4 staff resigned for better jobs on campus, including me. My medical team demanded I not return to that job, as it was “toxic” and having far too great an impact on my health. I found a job with much more meaningful work but at a nearly 30% pay cut. I had to make major changes to my personal life, including housing, to afford the cut. The UC system and our campus in particular, let me down. There was no support each time I had to take on a second department staff job. No support for managing aggressive and unforgiving faculty. No support for trying to keep staff morale up during these ridiculously trying times. I made a number of sacrifices for my job as a manager, including family relationships and mental and physical health. After 10 years and COVID, I had hoped that there would be some grace and support for my struggles with serious illness and complicated grief and trauma while trying to uplift my team and perform at 100%.
1/27/2023 12:57:03	Especially during busy times, my team works late, on weekends. During "regular" times we are working 40 hours. I am no longer accruing vacation time because I have maxxed out--but I can't find a time to take time off.	I am sympathetic to my unit Vice Chancellor. We are cash strapped and UCOP makes decisions that impact our budget. I find it difficult to ask for additional staff support.

1/30/2023 8:52:47	It is virtually impossible for staff to stay afloat. The combination of staff shortages, hiring issues, new systems that make workflows longer and more challenging, and long term vacancies has made it impossible for myself and other staff to stay on top of their work. I am 6 months behind on ledger reconciling because I had to cover for several vacant positions on our finance team in the last year. We also had high turnover the 2 years prior to that. There are no systems in place for staff to get relief during vacancies that are 1-10 months long. Staff that are left in the department are expected to cover the duties of one or more positions while also maintaining their own workload. Oftentimes, staff are not compensated for this additional work. The launch of Path and Concur were both complete messes. Despite the training given to staff for Path, the system was hugely different when we went live. Departments were left to figure it out on their own with little help from Central. Concur launched without any sort of training and staff were not involved in the feedback prior to launch. Reimbursements now take departments at least 3x longer to create in Concur vs the previous system. I have one staff member who took 2 full work days to create an international travel reimbursement. This is unacceptable. We are asked to take on all of this additional work in systems that we weren't even involved in onboarding. They are not friendly systems to our processes, yet again, the staff are left to figure out workarounds. That being said, all of this extra time spent on our work, all of the extra time spent covering vacant positions, and all of the time spent recruiting, training, and onboarding new staff in a time of HIGH turnover, has caused a major disruption. It is quite impossible to work on things in a timely manner. None of us ever feel "caught up." I've worked on campus for 8+ years in various positions and departments and have always been "busy," but in the last few years it has been busy to the point of debilitating, overwhelming, stressful, no time for breaks, no time to even connect with co-workers, etc. The fact that we are also not compensated and recognized for our efforts by way of higher pay is such a shame. We are tired, overworked, stressed, and feeling undervalued. Staff who have worked here for a long time and have very important historical knowledge of UC policies, workflows, and systems are leaving because of this.	
1/30/2023 10:38:57	I find it more challenging to get support from other units. The stress level is high in our department	Compensation and reclasses have taken years to get me to an okay level. I applied for a reclass years ago , and that process took 3 years. I was promised back pay but received none. I love my department but it seems to only want to make a living wage is to jump from department to department. This would take away from you level of service I want to give to the university.

The way staffing positions are organized is that the university expects and actually wants staff to bounce around from job to job. The thought was that this would allow staff to gain perspectives from various departments and continue to improve those departments due to these experiences. Then as you become a high-level employee you would have a well rounded understanding of how the university operates. Unfortunately, this has only caused staff turnover to be insane and by the time you get someone hired, trained, and ready to improve things, they	When we transitioned to fully remote, a lot was asked of staff. We had to help faculty figure out how to teach via Zoom. Our staff units had to take on a ton of extra work. All units had to do more to continue the services we provided all while trying to survive a pandemic. When we got back, much of the appreciation by the UC was shown towards instructors for their resilience and adaptability during this period of time. Very little regard or appreciation were shown towards staff.
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	Childcare incentives for staff vs others (staff get no financial help when it comes to childcare, but have the most restrictive schedules and least pay). Faculty get preference over staff when it comes to childcare on campus. Staff get no money and no help, but have higher expectations of availability than others. Faculty get start up pay, more work place accommodations, childcare incentives. Faculty get money for housing and relocation, but staff do not. Staff have to relocate and commute because we cannot afford to live here! Student Services salaries are absurdly low. There is no outside/industry careers that directly relate to the job those in student services do at the university and thus the university unfairly pays lower salaries to professionals in this line of work on campus. Yet the students are the primary mission of the university and are the whole reason why we are here. Shouldn't you pay the people that support those students fairly and more because of this? The UC views staff as expendable and replaceable. However, anyone that works on the front lines or within academic departments knows this is entirely untrue. Staff are the glue that holds the campus together. Due to everything above, the institution is ultimately hurting the very people their mission is here to support - the students. When staff cannot provide essential services due to turnover, burnout, or feeling unvalued, then we cannot support students and faculty to the best of our ability. If we cannot recruit and retain good staff, then we lose institutional knowledge and an opportunity for growth. This negatively impacts the students who we are
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		supposed to be training to be the future leaders of the world. Education is not made a priority across all levels, but higher education is beginning to look like a sham to a lot of the general public because they are not addressing the historical inequities within higher education. This makes people second guess the need or value of higher education which directly impacts the institution. And they wonder why the students are so upset?
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Above are just two recent examples, but his pattern not retaining good staff and then offloading their work (without additional compensation) onto remaining staff has been a reoccurring theme in my 7 years working at [UC campus].

For middle managers (like me) high turnover for positions that require years of training feels unacceptable. We are always understaffed. There is no upward mobility (which might be ok if salary increased but they do not) so sometimes highly skilled staff are stuck in positions with no chance to move into a higher role and no salary increase in the future. The fact that someone on my team might have stayed in their role for an additional 6K in salary and a title change, and we could not make this happen is maddening. The University does so much more to retain faculty, but the message is that staff are dispensable. We also don't reward loyalty for those staff who stay in the same place and don't move around (every 2-3 years). This might be ok in other departments, but it is highly disruptive in my department.

Staff are Overworked:

My team has also experienced a situation where overworked staff in another department have directly impacted getting my teams getting reclassification paperwork in a timely manner. The Finance/HR team in my department was so overworked in the summer of 2022 that they could not get my team the appropriate paperwork so we could start putting together our reclassification documents. This resulted in myself and my other staff member having to work on reclassification documents during the Fall Quarter (one of our busiest quarters) while also trying to do our own jobs, and jobs duties for the open unfilled position. If our HR had not been so busy, we could have received and finished reclassification paperwork during the summer. This has delayed the submission of reclassification document by at least 4-6 months.

I could also go on about how outrageous the reclassification process is for staff that are not represented in a Union. It's burdensome and time consuming and ridiculous how much work is required to put together reclassification paperwork. It is insane that we are already doing this work then have to spend a ton of our time to explain all the work we are doing. In some cases, reclassifications have not been approved. But those staff members are still doing the work outlined in their reclassification documents (that again... were not approved). Also in these situations we have had full support from faculty, the Dean, Sr. Administrators to move forward with reclassification but reclassification has gotten hung up at [UC campus] HR. I don't blame any individuals (or staff working in HR) but I have been highly disappointed about how much of a fight the reclassification process is for staff.

Staff Do Not Feel Cared About at Work.

People working in the same community but there is highly stratified privilege between faculty and staff. The faculty live in great privilege and are work with those who are struggling (staff). There needs to be systemic change around equity. Staff are requested to do so much of the invisible labor to run the department (from

	running the committees, interfacing with students, and supporting increased student needs). This is never recognized or acknowledged by faculty and it is not compensated in salaries. Finally, you would think that faculty and staff would be in coalition together. Far too often ten-year faculty don't think about staff in this way. I have been shocked by the lack of collegial treatment of staff and how poorly some faculty treat staff. I have personal examples and can share. I have so much more to say... but need to get back to work. The bottom line is that staff are treated as 3rd class citizens in the UC system. There must be structural change for staff that address compensation/salaries, retention, work culture and environment, and workload. If we want to keep great people change needs to happen. If we don't change we will continue to see high levels of turn-over and we will lose the really good employees who don't need to stick around to be treated so poorly or continue to work in a toxic work environment.	
1/31/2023 13:10:55	We went from finally having a "full team" of support, to losing a member of our team to another job. We now have a vacancy that we are told will not be backfilled, leaving even more work for the rest of us to pick up. Adds more hours, more admin, and overall more stress to my already personally and professionally busy day. I've finally caved and asked my PCP for anxiety medication in the hopes that it at least helps alleviate some of this constant sense of adrenaline and pressure.	

2/1/2023 10:38:23	I was in a department for 4 1/2 years as an Admin Assistant, Admin Officer and Analyst. Although I am grateful for the advancement opportunities, I had to sacrifice ALOT. For years, I was working out of scope, working overtime nearly everyday just to stay above water, astronomical workload, high stress/tension, could never unplug even though I was an hourly employee. The unrealistic expectations, pressure, negative environment, workload, and constantly having to be reactive rather than proactive, really took a toll on me, my marriage and children. I was emotionally, physically, and mentally exhausted. I ultimately fell into deep depression, had to take medication, could not sleep, and stress started affecting me physically. Debilitating facial spasms and migraines constantly and losing sleep. Completely lost the desire to live. I was incapable of living or working let alone enjoying.	I always felt that the hardworking employees were rewarded with more work, higher expectations, and no compensation. Throughout the years, I expressed my concerns, requested support, more guidance, communication and proposed to build the Admin team. All resulted in little to no response or communication/acknowledgement. I sacrificed my life (which I should have not done) for my past department. I put all my efforts in building processes and foundations which I am confident that it will come crashing down since the entire Admin team has either quit or transferred to different departments. My direct supervisor at the time, told me "I care too much, I have to let things fall, and can't care more than my superiors." This is when I had a moral dilemma. Do I really want to change my performance, values and work ethic? Do I want to work for an organization that promotes this and encourages to not care? I almost quit, but I told myself I shouldn't generalize and automatically believe the entire organization is managed this way. Since I have transferred departments, this is the first time in over 4 years, I am not over worked, not physically, mentally or emotionally exhausted. I feel that I will finally have the opportunity to take pride in my work and not just "do enough to get by". I am finally getting the quality of life back! I am reimagining myself again where I can take pride in my work, have fulfillment in what I do and contribute. Be apart of a movement to truly make a different. Spread joy, peace, happiness, care, and compassion.
2/1/2023 19:02:00	Short of staff, more workload, anger patients	
2/1/2023 19:30:07	My particular director at [UC campus] leaves all work to 1 staff person who is extremely distressed. I have expressed my concerns to both her supervisor, HR and OEDD. No action was taken other someone at OEDD talked to her in November 2022 and was advised she cannot retaliate. I am not her only victim, other staff, participants and their families are also victims and no serious conversations have occurred. She creates a hostile work environment and does not treat staff well at low. Very disappointed in [REDACTED] leadership.	Managers need better training on the expected Culture that [UC campus]cultivates.

2/1/2023 19:36:27	a lot of frustration. leadership is broken record in response to any issues raised: "sorry we don't have enough staff" and problems are rampant. employees are raising issues regularly, and leadership, instead of trying to fix or readjust, has the broken record response mentioned above. so problems just continue and cause more problems in the work flow, in addition to more frustration amongst the team	that's fine if there's low staff- but then be proactive in readjusting work requirements to meet the work force. higher up leadership has been adding requirements although there is less and less staff. also having wellness chairs that target improving department wellness is any idea that won't hurt to try
2/1/2023 19:52:31	The pandemic made people realize that they can be equally productive if not more productive when they have the option to work from home. This saves them a lot of traveling time, gas/car maintenance/parking fees, and lunch expenses. It allows them to spend more time with their families while still maintaining the level of work ethics. For some reason, management/leadership doesn't seem to agree with this realization. They require that their staff return to the office 3-5 days/week. At the salary level that leadership is being paid at, of course expenses like the mentioned do not affect them in a big way. Because of this archaic way of thinking, leadership is losing their employees who seek the ability to work remotely. This leads to the burn out and heavy workload placed on employees who have not left yet. The entire problem of burn out and overworked is caused by leadership that refuses to change. The world changes a lot since the pandemic, why are we staying still?	By seeking other employment that gives them the option to work remotely, employees realize they are severely underpaid being at [UC campus]. Meanwhile, faculty and leadership salaries keep going up and up.
2/1/2023 20:01:44	Stress is also put on upper management, which gets trickled down to staff. There has been somewhat bullying behavior by upper management of raising their voice and making Staff feel horrible during meetings , and this behavior is done in front of others which is embarrassing to the person the comments are directed to. Unsatisfactory work conditions- we WFH full time now that our lease in research park has been cancelled, and we get no stipends as a result. We hear that it is a major savings, but we don't benefit financially from it. Inflation was 8-10%, and staff only received 4% increase last year. When the VCR boasts about record breaking awards/funding, it is offensive that we at OR don't feel the benefit. There is obviously more money for awards, more awards to process, and yet same number of staff to process those record breaking awards. We hear about new staff who get increases because they are underpaid as a result of fast class, but then the same staff who have been here for years who previously suffered from being underpaid and who paid their dues don't get the same benefit of those increases. Very unfair. Loyalty to the dept and seniority for the dept don't matter anymore....a real morale downer.	Staff at the analyst 3 level have told the director of these problems and the director did nothing about it and admitted to not even talking to the asst director who is guilty of the bullying behavior
2/2/2023 6:24:39	we were lean and mean now we are just lean.	a 4 day work week would help with productivity and burnout.

2/2/2023 6:37:49	Too many new and complex admin tasks related to HR or IT or financial compliance, that get pushed to student-facing units, and students end up losing out because staff are otherwise occupied (or they just leave in frustration)	
2/2/2023 7:26:52	The issue I have been having is a revolving door of maternity/paternity leaves that are now up to 7 months long with the new leave policies. The system has no infrastructure in place to support departments when these parents go on leave, such as a trained float pool, so the units are left struggling with fewer or less trained staff for several months. This has put a lot of strain on my office, particularly on the staff who have to pick up the slack in the meantime, which has been nearly constant for the past two years.	The above is an opportunity for the UC system to take a page from other developed countries that have extended maternity leave and be a leader in not only CA, but also the US.
2/2/2023 7:33:05	Due to work increase with short of hands. Some of us have to take on couple position workload. With Housing reorganization happened early 2022 which makes the situation worse. 1. Staff shortage 2. workload- not a smooth transition. Our department is still trying to figure out the reorganization. No specific direction. Staffs are suffering and work performance is serious impact.	We urge you to look into [UC campus] Housing reorganization issues.
2/2/2023 7:54:15	I left my previous department due to staff shortage and high volume of work. I loved my job but the burnout was taking a toll on my health and personal life.	Staff retention is a major issue. Why do new employees with a few years of experience get paid more than staff who have been here for decades and know their job well? Why not just pay everyone equitably or at least allow enough staff FTEs so that we don't have to look elsewhere or look for 100% remote jobs? Also, now that we know we are just as productive (if not more) working remotely, why not allow staff to work from home at least 3 days a week?
2/2/2023 7:58:49	My department lost the MSO and the person who handled Grad Students. Since there were only 3 of us in the office. I have fibromyalgia and the stress during the time definitely aggravated it. I started having cyclical vomiting, vertigo, horrible joint pain, and "fibro fog" which has made focus difficult which thus results in an error here and there. My department was lucky to have an MSO from another department step in as interim MSO. She was great and she made me feel valued, which my former MSO never did. That helped ease some of the stress and worry about what would happen next in the department. She and the Department Chair went to our Assistant Dean and asked what could be done to keep me from leaving. I was given a retention bonus and 5% raise. We now have a new MSO are hiring a new Grad Student person. Things are starting to look up but my body is still trying to recover but it may not ever get back to where I was before the pandemic.	

2/2/2023 8:07:15	Staff are often cranky or "weepy" now because of stressors from supervisors/managers. The constant demand for more without compensation or even recognition. The ridiculous notion that in the medical field there will be no overtime. Care is at the discretion of the patient's needs, not the departments bottom line. The unfair differences in the way School of Medicine is managed vs Medical Center management is egregious. There is no support from campus HR for follow through on UC policy. Managers are stuck with substandard employees because they are not being allowed to discipline per protocol. We are left working with rude, lazy, uncaring staff who spend more time on their cellphones then caring for work or team effort. For those of us who work honestly for our wages, it is exhausting. Then there is the endless drama taking place in the office. Supervisor favoritism, supervisors who are blatantly hateful to staff they "don't like." Supervisors fraternizing with junior staff members, outside the office, and gossiping and spreading rumors. I've worked all over the world (Mayo Clinic, American Red Cross, DOD, US Forces Japan, to name a few) and I've NEVER experienced anything like the work unpleasant environment at UC. I've been in my department for 6 years and I'm appalled that UC is so stingy now. How unwilling management is to pay an hour of overtime for staff to participate in a "mandatory staff meeting" that is now optional w/out pay to ZOOM into if you are off on the day of the meetings. The end result is that Friday meetings are on my day off, and now I am not allowed to offer feedback or hear what is taking place in my department unless I want to give an hour of free time to my employer. My employer doesn't give me a free hour so how can this not become cause for resentment and burnout? These meetings were always paid to us in the past if we were off, but this decision now leaves 3 of us without a voice in our own workforce. Our department can't keep a RN, because of the drama, the negativity, the backstabbing, the gossip, and the overwork they endure. I keep getting more and more tasks added to my responsibilities because of gossip from others who don't think I do enough. I am in a separate area, so they don't know what I do or don't do, and yet the supervisor will continue to feed their requests without ever discussing my duties or spending a day with me to understand my workload. So, yes, I feel overworked, underappreciated, exhausted, and burned out. All I ever wanted was to work for UC because they saved my friend's life. Now I can't wait to reach a point where I to, can move on from here. It makes me sad that all the best staff are leaving and all the hard workers who stick it out are mistreated. P.S. Several other medical facilities are paying MUCH better than UC and that has been a big reason for people leaving too.	Our department has been investigated twice by HR and the people causing the most trouble are still here. There is no support and a great fear of backlash from the Union. I feel that I am being singled out because of my age and I don't feel confident in my HR dept to help me. I keep documentation and will discuss with my union if it continues.
2/2/2023 8:08:40	It has become a big burden to almost every team that we cannot hire people to replace someone who has left the job. The problem is that we go months and sometimes years without filling positions. We are told that with tight budgets this practice is salary savings yet the burden is felt on the shoulders of the loyal employees that remain. This is not helpful because we work harder but do not benefit financially for all this extra effort.	Parking rates continue to increase along with insurance rates. With small raises each year we have a difficult time keeping up with inflation. Private industry jobs that at least give free parking along with other perks look better all the time.
2/2/2023 8:17:02	I started my position 4 months ago. I'm already burnout. I feel like I was trained for 2 days and now I don't have time to finish my job on regular 8 to 5 hours. I feel stress, haven't been able to exercise, I sleep fewer hours. All in my department seem, tired and unmotivated.	

2/2/2023 8:17:18	Housing Reorg is very challenging to all staffs. The reorg is not well planned at all even the process took over 2 years. There are tasks fall between functional areas now that no one picked up. And there are tons of staffs have to work double or triple the duties as some other staffs for less pay. Very frustrated	We NEED equality review with other higher education institutes, UC employees are UNDER paid. And because we don't offer a competitive pay, we can't fill the vacancies and we loose good staffs. It causes the reminding staffs work multiple positions' workload.
2/2/2023 8:25:21	1. Due to the new landscape of Hybrid and Remote options, many staff moved to remote jobs which leaves each University and within UC locations, competing for staff. No parking costs and saving gas incited many to jump ship 2. With the great resignations there are more options regarding salary levels but [UC campus] isn't as competitive and no longer supports equity adjustments IF another staff member is hired with a higher salary the present staff are under-paid regardless of their years of service or expertise. 3. Having not been able to retain staff due to opportunities available with remote, etc, salary and other circumstances, the remaining staff are left with workloads that are not manageable and most recruitment's take much longer to find someone. In the meantime staff are getting burned out and leave for medical reasons or find other employment in or out of [UC campus] as it's not attainable working conditions. 4. New managing upper management to a unit have great ideas to re-imagine how to fill in the gaps but unfortunately the plan ends up adding more workload to staff that are barely able to function due to burnout.	Thank you for the opportunity to express the conditions and effects of this situation. It is sad to see that this is such a large problem right now. I've been at the University of 22 years and have never felt or saw so much stress and anxiety.
2/2/2023 8:29:03	I had one employee that needed a stress leave due to all the work, which created even more stress for those that carried on the heavy workload.	Centralizing to shared or centralized services doesn't remove work from the unit. it only creates an extra layer. We have seen this with UCPath and with centralized onboarding. Any efficiencies created with UCPath were minimal to the extra workload that system created for our units.
2/2/2023 8:35:30	mental exhaustion, anxiety attacks, depression	[REDACTED FOR PRIVACY] extremely high expectations of each employee on how they should work and do a greeting to each patient even though we are very professional there is unrealistic expectations and then mark these against us and have an unfair grading system, the supervisors also give misleading information and use the fact that working remotely is a privilege , there is much narcissistic behavior with the leaders of this department which has a high turn over rate they also were not following the labor laws with KINCARE last year.

2/2/2023 8:48:44	Constantly adjusting to new leaders, administrators, and faculty advisors has made it difficult for me to find stability in my role. The non-stop shift of expectations has raised anxiety and led constantly me to feel constantly overwhelmed and burntout. I'm constantly tired, foggy headed, having difficulty concentrating which only slows down my work pace and further fuels my anxiety. I know I'm a hardworker and high performer, but it's for those same reasons that management doesn't prioritize me in providing additional support. They know I can do the job and will get it done despite the heavy workload and pace at which it's being thrown at me. I feel like I can't excel or go above and beyond in my role because I'm always just trying to keep up. It feels like no matter how much or how hard I work, it's never enough and I always feel behind. At first I thought it was just me - maybe I wasn't organized enough or meant for the role, but the more I reflect and connect with others I've realized that it's not me. The landscape of our work environment has drastically changed and the work expectations of some are just not realistic given the limited capacity we have as individuals. At the end of the day, we're not faculty - we're staff and that means we won't always work the same way or at the same pace and that needs to be respected.	
2/2/2023 8:51:23	Not able to find success with overall responsibility, since we are pulled in so many different directions in completing other tasks outside of our responsibilities.	
2/2/2023 8:55:27	response time on issues takes longer because staff are overwhelmed with tasks resulting in frustrated stakeholders who then take their frustration and emotions out on staff. In addition, certain issues fall through the cracks. Working in the student affairs area, this is detrimental to the students if we do not notify them of policies that pertain to their degree progress or finances. In turn, they get upset and file complaints with the university. It has been very stressful to staff who have to put out the fires and/or get sucked into meetings to resolve issues that take so much time pulling us away from our normal day-to-day tasks and we end up further behind.	we grew our faculty and student populations but never considered hiring more staff. faculty and students are very demanding and expect a certain level of service that staff cannot maintain with limited resources.
2/2/2023 9:15:28	There are no negative impacts directly towards me in my new department	In my previous department prior to 10/2022, providers were 99% of the time granted their time off requests but there was no control of how many people could be off at a given time. that made things stressful for the rest of the team and their colleagues.

2/2/2023 9:15:34	It is so demoralizing to actually care about the work we do and yet be so limited by the number of people we have. I don't know a single person in my department who isn't unhappy and constantly entertaining the idea of leaving at least in the back of their mind. Even people who have been here for decades. We are constantly losing good people because of underpayment and lack of appreciation for the difficulty of managing the intense workload.	The biggest frustration by far is that our Department Chair refuses to entertain the idea of hiring more staff, even if it is in violation of regulatory requirements. We were already operating with the bare minimum number of staff, people have left, and the Department won't even post the jobs to try and find replacements. Meanwhile faculty are being given tens or hundreds of thousands of dollars in bonuses because we have a budgetary surplus. But somehow none of that can be used to even bring in temps to ease the burden, much less hire permanent employees that are literally budgeted for. Faculty work hard too and I'm not saying they don't deserve anything, but surely more administrative support would be a win for them too.
2/2/2023 9:18:23	There is so much exciting and good at [UC campus], but my department and division are struggling to keep staff while dealing with ever-changing leaders and increasing workloads. As leaders, we are charged to innovate and have a vision that keeps [UC campus] and UC medical center] moving forward. Having that vision while trying to just keep the phone calls and emails answered and outdated systems functioning without expertise is counter-productive and therefore frustrating. We now must have quite a bit of Salary Savings given all the people we have not been able to retain due to slow and ineffective reaction to keeping our people. Those funds need to be transparently accounted for and used to retain those we have left as well as encourage internal employees to gain training and then fill our gaps. Spending money on head-hunters to get leadership positions who have no affiliation to UC is a rotating door of spending money to acquire, then train, and then watch them go while dedicated staff deal with inconsistent leadership. One department has had 4 leadership changes during the pandemic, each with a different vision and none sticking as they move on. But the core staff is still there.....just waiting for a dedicated leader.	The downsizing of [REDACTED] rather than training personnel to be the expertise we need on our own campuses to try to handle the need to update outdated systems, has devastated what used to run so much more smoothly. Going with outside entities who have no UC knowledge and then produce junk that does not work has effected [UC campus] s well as UCOP. With UCOP and UCHR also operating poorly, it means more workload for campuses that downsized their own HR Benefit and Retirement personnel starting 10 years ago at the promise that UCOP would handle these functions. They are not. Our staff, faculty, retirees and emeriti are our faces to the world. They are increasingly feeling abandoned due to lack of personnel at campus HRs, outdated processes to retain staff and an increasing reliance to push people to website links rather than real help. All of this has a bigger impact that is often uncouncted. It effects giving and volunteering to each campus which is the longer-term lifeblood of a campus community. Suggestions: Perhaps take a look at who has stayed and there is where we should ask input of what could help them do their positions/visions better. Take a look at the ACHIEVES that ask that question EACH quarter and see what personnel are saying they need! Have dedicated staff do simple (not cumbersome) 360

		evaluations and there may be the data that will help. Ask for actionable, precise suggestions.
2/2/2023 9:18:33	Our division has had rapid expansion and growth over the past 5 years. Our timelines don't stop no matter the hurdles we face: IT/software review, purchasing/contracting, Website relaunch, HR shortage for new hires/job backfill. Its been an ongoing uphill battle with no time to stop for a day off. I'm trying to stay strong for my employees, but it's not easy. I'm grateful they have pushed through with me and I know turnover rate is high across the university.	
2/2/2023 9:20:18	Less motivation to complete projects	Previous job was a small business that allowed for flexible additional time off. It would be great for admin to have something like Summer Fridays (off at noon) with equivalent perks offered to staff who could not participate.
2/2/2023 10:00:47	Over the last six months work stress and challenges have negatively impacted, and continue to impact, my mental health. Our Division is growing rapidly and hiring a large number of faculty in preparation for the new medical centers on the main [UC campus]. This year, our Division is hiring for more than twenty open faculty positions which is my responsibility, along with more than thirty-five faculty, researchers, etc. up for Merits + Promotions. My personal workload has increased to an unmanageable extent. The Department of Medicine will not hire staff to assist, which I have been requesting for three years. We have one of the largest Divisions, not including Internal Medicine at the [UC medical center], and I am the only Analyst for this role. I am a very conscientious, educated, and hard-working staff member and have been with [UC campus] for seven years. Our Division has arguably the finest MSO in the [UC campus]. I am very grateful to work at [UC campus], and to work under the best MSO and Division Chief. After an enormous year, I hit burnout last October 2022, and other than leaving this position, there is no relief in sight.	Due to my workload anxiety, two of my [UC medical center] physicians recommended (in writing) that I be able to work remotely for three to 6 months (only). I followed UC policy exactly, filed for FMLA (which central HR suggested), and was flatly denied by the CAO to work remotely for this short period. This process was very degrading and made me understand that although I have a very high caliber of work, I am very insignificant. I am looking into different jobs in the UC system that are a better fit for my work-life balance. On a side note, there are staff members under the CAO permitted to work remotely full time. My request was for a short duration. I am required to be physically present at the Medical Center three days a week, which is unnecessary unless I have faculty candidates visiting in-person.
2/2/2023 10:12:05	We have not lost any staff to resignation in our small unit. However, the stresses of the pandemic (mental health stressors and actual illness) have eroded our individual capacities to perform well. We're tired and experiencing mental health challenges, and one staffer took a sudden leave of absence, requiring others to take on more work. As a student-facing unit, we provide a great deal of emotional support to undergraduates, whose capacity for self-regulation has been impacted. These factors, plus external concerns like rising rent, inflation of food prices and fuel costs, have made cheerful engagement with workload more difficult. Uneven return-to-work implementation across campus has resulted in a sense of unfairness and even resentment, and in some cases, redistribution of support (when students are seeking help and finding it harder to access) to units like ours who returned to in-person sooner.	I appreciate the efforts of our division leadership to provide encouragement, flexibility, and support through these difficulties.

2/2/2023 10:37:04	with less staff - the work and processing expectations (such as time to process and quality) have not shifted - resulting in an increase in work without a change in expectations	
2/2/2023 10:50:59	Staff morale is at an all time low. Everyone on my team has collectively been asked to take on the workload or 1, 2, or 3 vacancies within our already small team of 9. There has been little recognition or reward for retention from our organization or leadership so generally we feel taken advantage of. Instead of being offered stipends when taking on more work, we see campus-wide budget cuts and hiring freezes, thus contributing to the morale issues. We also work closely with campus partners such as the Procurement unit for each project. Our campus partners have been short staffed so something like paying an invoice that used to take 1-2 days can sometimes take over a month. On top of being short staffed, there are a lot of new compliance protocols we need to follow which requires extra time and documentation to complete projects. This has caused overdue fees and outside vendors hesitating to work with us. We have been delayed in almost every aspect of our jobs. On top of that, our leadership does not seem to have answers to questions or the ability to make decisions without consulting higher level leaders, so we do not feel empowered to do our jobs.	As employees take on more work, like in my team and our situation, we have expressed to our leadership that we are WILLING to take on the work and more and more responsibilities, but we want our job classifications and pay to reflect that. As an example, I have used the Career Tracks metrics to show where I am currently classifies, but where my actual work falls (which is 2-3 steps higher than my current classification). I have expressed that I want to take on the more to advance my leadership role. There has been no effort to adjust classification categories at all, which makes employees less motivated.
2/2/2023 11:00:01	Micromanagment	The [UC campus] Patient Access center leadership have failed their peers. We are told daily that we are front line and first point of contact for patients. We have to deal with the good the bad and the ugly. Leadership in this department has treated employees as sheep to the slaughter. We get graded on ridiculous scripting that is completely inconsistent based on who is grading them. They base top performers in each pod on the scripting scores instead of the actual quality of work. We're expected to perform as robots and our concerns are disregarded when mentioned to leadership. The expectation is for us to have compassion for our patient while we're not treated the same way. We're told to not take things personal when dealing with difficult patient but when we request for help we get a difficult supervisors who are reluctant on dealing with the patient themselves. We don't get positive reinforcement instead we are nit picked for mistakes. Check the turn over rate in this department. Good employees don't leave good companies they leave bad leadership.

2/2/2023 11:20:44	As a new staff: There is bare minimum if even that of training. Learn as you go is the only way or the highway and it is no fault of the CAO. The CAO is extremely swamped I feel for her, there should be 2 of her or a serious support staff for her. We report to her, we are new and inventing the wheel because no wheel or notes were left behind. Important visa applications were left incomplete by staff who left and are now coming back to haunt us newcomers and we are handling international scholars who are needed in research. It feels like doomsday for the visa based scholars and we are scrambling hard to get ANYTHING done and correctly. Yet our CAO needs more from us. It doesn't help to be spoken down to, insulted or any of the related condescending behaviors. I haven't experienced it but supposedly my colleague has and I've been warned. The last thing I need as a new person are the complaints of another colleague or any complaints. We need to change the atmosphere and attitude, focus on doing until we get it right. I don't have the solution maybe I'm naively optimistic and haven't been sabotaged yet but I see extreme burnout in my colleague and her stories are not a good sign. She is actively seeking work in another department and if she leaves I am so screwed it's like the greatest comedy of errors. May god be with us all.	It seems like a great place overall but we need more patience and offer courses on methods of organizing a huge work flow and file systems.
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2/2/2023 11:45:53	My department currently has 3 open vacancies and only 2 vacancies are planned to be filled. I inherited student staff from one of the staff members that left. The inheritance of new staff members has added some more administrative tasks and more 1:1 meetings in my schedule. However, the strain caused by the departure has personally affected me with my burnout. Actually, I love completing administrative tasks and 1:1s are alright. However, I have seen the toll on my peers and co-workers. While I have great time management skills and can accomplish my administrative tasks fully (trying to not sound conceded but still be honest), my peers struggle with the amount of work that has been added to their plate. I noticed a decrease in morale as some co-workers stay past 5pm so that they can complete all of the tasks by set deadlines. There is some type of cold or flu going around the office as well that could be attributed to the lack of self care. Most of my peers had to take sick days to focus on either mental wellbeing or rest from their illnesses. My co-workers are stretched thin and is evident in team meetings and conversations I have.	I am new to [UC campus] but I am an alumni from class 2018. I came back to [UC campus] with hopes of entering my dream job. I am thankful I was able to get my undergraduate dream job here at [UC campus]. I started my professional journey about 6 months ago. While I am thankful and consider my blessings everyday, I can no longer ignore my experiences of burn out, emotional turmoil, and overall depression these last few months. My primary role is working with student staff and assisting students. I noticed that most of my burn out comes from working with student staff. There are days where I wake up with general anxiety for coming into work knowing that I have to meet certain students and/or student staff later in the afternoon. My experiences with student staff has been far from positive. My staff do not know about the stress our department is going through in addition to the university budget cuts. There is a sense of entitlement from student staff members as they "advocate" for wants that are not necessary to their job. The staff I work with do not see their student staff role as a job but more as a service to the department. While the vacancies in the professional staff role are apparent in my department, those professional strains are not the primary reason for my burn out. Its the culture that the student staff have developed with our department that has led me to become jaded and disheartened. I dream of a day where I can leave higher ed to pursue a non-education based job. But with my skills sets and passion areas, I do not see that dream being a reality. I plan on just bearing out my stress, anxiety, and depression just so that I have financial security for myself and my family. I am currently looking into hobbies to help alleviate some of my stress.
2/2/2023 12:20:08	I was burned out in my old job in [prior department] . I am happy working in the [new department]. I feel the schools operate very differently. [Department] is actually humane to their staff.	Please train supervisors on people skills. Thank you.
2/2/2023 13:04:20	People are low morale. They don't feel valued.	Supervisors should be engaging staff in Employee Experience Conversations https://ucnet.universityofcalifornia.edu/working-at-uc/your-career/uc-experience-conversations/index.html

2/2/2023 13:26:57	my central department has been impacted by the turnover/ shortage of staff at the department level - questions and issues normally being handled at the department level are being asked of my department, which has increased our work load.	UCI has made a big push to increase research funding, by hiring a lot of new faculty. The issue is that there was not a simultaneous hiring of department staff to support the faculty and the increase in research projects that have to be administred at the department level. In addition, there is an alarming lack of knowledge/training for new hires in the departments.
2/2/2023 13:50:10	On the one hand, the Great Resignation has opened up a new opportunity for me personally and I am grateful for my new position; however, we are struggling to keep up with all of the work. I can see burnout among my colleagues (faculty and staff). It is a daily challenge to keep on top of the workload even when putting in extra hours. It is definitely not sustainable and will lead to more turnover for sure. Also, for those that stick it out, it can create stressful situations. Our students who are simply trying to get a good education shouldn't have to be the recipient of any fallout. I believe some positions can be filled, but budget constraints are telling us we cannot add more headcount. I understand there may be some difficulty in finding good talent for the 5,000 open positions, but what I am talking about is providing more funding to allow additional headcount where we are understaffed in areas that aren't even a part of the 5,000 vacancies.	
2/2/2023 14:26:08	[Our division] overworks staff and there are no interventions in place. Our [colleague] is so swamped that we feel like we have bystander syndrome watching him work. It is deplorable and he is severely overworked, he has to bring three T shirts to change into at [events] because he is working so hard. We have told HR. Hire some temps to help him so he does not have to put in excessive overtime! [Leadership] is so obsessed with saving money that she oppresses staff. He has complained to [leadership] but she does nothing. SIMPLE FIX: Hire temp workers	

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not having to worry about commutes, parking, dropping kids off at daycare, school, etc. We were given the charge that we needed to provide as seamless as possible student support during the pandemic. Add on to that our own concerns for our own health, that of our family and friends, and the loss of those that didn't make it. We all stuck true to the needs of our students and colleagues. We practiced self-care like never before, because honestly, the world had already been falling apart since 2016. We did all the things we needed to do to keep safe. I know our family sure did. It was both stressful (people dying in mass amounts, included people you know and love) and yet comforting (we were all in it together and summoned support and empathy like never before). In short, we worked harder than ever before, because we were committed to our students, our mission. We didn't have the distractions we normally have in being on site. Strangely the distractions at home faded away, and at least for myself and so many others I connected with, we poured ourselves into our work to keep sane. Keep in mind, it's a global trauma thing going on. This is on top of whatever normal human challenges the average staff member has. Maybe it's personal trauma, being triggered by the hot mess of the world and the crazy people saying it was a hoax. Maybe it was the fear within your kids, not matter their age, that people were dying, family members were dying, and let's not forget that our nation leads the numbers on school shootings in the world. There's a lot to be stressed over. People with past trauma don't know how to complete the stress cycle because they've been in survival mode most of their lives. Yes, they might know what they are *supposed* to do, but when everything is falling apart, and you're trying to hold it together, the spoons disappear, and you're left with an well that is completely dry.

I think what I'm trying to say is thusly: We are all human, with human needs, challenges, joys, grief, life events. Some of us have additional challenges, like in my case with a hidden heart disability. When, as an employee, you've been doing more with less for so long, because it's simply ingrained in your work culture, that *alone* is enough to cause significant burnout and retention issues.

So, now here we are, after the fact, trying to rebuild a person-facing/student-facing life again, making great strides, yet we get this "Work Reimagined" campaign, which looks largely like, "we appreciate your hard work, but we still don't trust you to do it at home." This, my friends, is so much a slap in the face. For my colleagues that are not student facing at all (particularly IT folks), if they are achieving their work needs, maybe even thriving and doing great, this air of distrust needs to go. We've had issues for years about having enough space for our staff and faculty. Our campus has to pay rent to Irvine Company for taking up space in our "Research Park" area (back of campus). Just think how instead of paying that rent, how you could channel it back into sustainable wages? Yes, I know funding pools are specific, but at the end of the day? We all know there's work arounds.

We see the hiring and retention problems in private industry and service industries. We see folks not wanting to work for minimum wage, largely because it's not enough. My friend that had worked at Disney for years, super educated, multi-lingual fluency, always being promoted, definitely an exceptional employee, found that when the park closed down for the lock down, she was shocked to discover the unemployment benefit pay was far better than what she was bringing home working 40-60 hour work weeks!

We at UC are not immune to this. If you're entry level or mid level or even middle management, your actual take home pay is NOT competitive! At all! Yes, the value is in the benefits. But at the end of the day, if you can't put food on the table or even \$5 in your savings account, it's not an easy nor stress-free position to be in. And yet we see our faculty being romanced, offered amazing packages, yet staff making a lateral transfer can't ask for more even though they've got worlds of experience and outstanding service to back it up.

I think the disparity I'm trying to make clear is that our new faculty get amazing offers, yet the staff that support them and their departments struggle to make ends meet. If we aren't here to support the teaching efforts and lab efforts and research needs, it all comes to a grinding halt. Are our faculty amazing in their fields? Absolutely. Some are prima donnas, many lack social graces because their pathway has been so focused and catered to. Some are extraordinary and an utter joy to work with. But the bottom line is, staff have been required to work hard, more with less, for decades, and faculty get generous offers to come in and do their thing. It's noticeable.

So here's what it all boils down to: First, More with Less is *not* sustainable when in the less desperate times you can make positive changes yet don't. This alone contributes hugely to work force burnout. Second, not trusting your staff population to work from home when their kid is sick or if they need self care is not ok. Back in the day my kids were little, there were times I telecommuted because they couldn't go to school or day care, but were ok to watch their favorite programs and rest. I was still able to be productive, yet present to them, and it all worked out. Given I had no sick leave to spare, this was my only option. I'm hearing from my colleague friend in our dean's office that she's not allowed to telecommute when her daughter is home sick. She does payroll and personnel. There's literally no reason this should be an issue. She has the secure connection VPN to her desktop. Believe me, now more than ever, the lack of trust attitude is clear, because this "Work Reimagined" campaign honestly sounds like lip service. I sat through the webinar. What Merage Dean Williamson was saying is not what is going on in his own school. He talks great. But it's not what is actually going on. Finally, wages. Yes, wages. If MacDonald's is paying a starting rate of \$16 an hour with schooling and benefits for unskilled labor, yet here we are not paying the student workers that much to work in our food service, there's got to be a problem. Our students aren't dumb! And if we get these kids on work study, we all know we're only paying 25% of their wages! Come on! Get with the program!

If we want to be an industry leader again, there really has to be a number of fundamental changes. If any employee does not feel trusted to do their job now via remote, yet they did an amazing job for nearly two years, that speaks volumes. Yes, we all get it, student-facing positions need to be on campus. We want to see our unique and amazing community thriving. If an employee is the only admin assistant in her dept because there's no funding for what is supposed to be a collegium for additional staff and she's always up to her eyeballs in work because there's no looking back – it's not healthy for her (this is a real scenario, by the way) and eventually, she's

	going to break and leave. I know this woman, she's the hardest working person I know. I hope what I've written makes sense. I love my campus, and my life has been enriched from the numerous friends and experiences. Believe me, my heart is full of gratitude. But yes indeed, this is real. I, personally, had to take a medical leave last academic year in May because of my own burn out leading to severe depression. It was horrible. Thank you for asking for our input.	
2/2/2023 14:38:03	These challenges have resulted in longer work-hours since we still need to provide our students with the highest level experience with fewer resources. Some of my co-workers have voiced severe burnout, which in terms affects me due to my concern about their well-being.	The myriad of supports provided by UC [campus] to help mitigate these impacts have been critical and very effective - behavioral health benefits, wellness events, free yoga and meditation sessions, staff engagement events and counseling center availability. My leadership has done a fantastic job recognizing these challenges and encouraging staff to take the time they need to care for themselves and family.
2/2/2023 14:40:28	The largest impact of overwork for me is directly related to the poor integration of new system platforms (i.e. UC Path) and the systemic failure of UC to reward/retain talented individuals, specifically those with 5+ years of service in non-represented/non-managerial titles (professional support staff).	In the past 12 years that I have served the University, I have never received a cost-of-living salary adjustment. I don't recall a scale adjustment either that benefited anyone above the minimum. The inequity that exists for Professional Support Staff to financially thrive is disgusting. We see faculty, students, and union represented positions receive annual scale adjustments (3-5%) in addition to annual merit increases (3-5%). Of course this workforce is burnt-out; we live paycheck to paycheck and yet the demand to adapt and produce is insatiable.

2/2/2023 14:50:21	The level of invalidation and overwork at [our division] is beyond anything I have ever experienced in the workplace. [Leadership] has made career damaging statements about staff (horrendous rumors) and nothing was done. [Our division] HR "lost" the complaint. Staff have complained to Central HR, OEOD, Ombuds, there have been multiple whistleblowers, and now we have complained to our new departmental HR dept. Nothing is ever done. They have hired multiple "coaches" for [our leader] but behavior does not improve. Our [unit] lost several key staff members and we are unable to hire any more staff. [Our leader] does not advocate for staff and underspends the [division] budget. She always boasts about having a huge carryover. The budget is there to be allocated FOR UCI staff and students. We have the smallest [of our units] in the UC system and we have 30K students. The [our] team is severely overworked and now if someone leaves we cannot rehire. She dislikes our group and retaliates against us. In addition to overwork, there is intense favoritism and the rules are different for different staff members. Toxic work environment...the overworking of staff is just the tip of the iceberg. I am not sure why I am writing this as nothing is ever done. This has been going on for close to a decade. How can you have countless complaints about ONE senior leader and no action? The executive coaches are expensive and not effective, not a good use of taxpayer dollars. When I met with the HR, the HR rep had the audacity to say before we even began talking "we will never move [leader]." How in the world can someone in HR make a statement like this?	NA
2/2/2023 15:36:42	We haven't had any direct absence in my unit, but we have in other areas of my department and in other departments that we regularly work with. It's been incredibly difficult. Tasks require on average 3 times more follow up and we have seen an increase in errors that require correction. Because of the increased follow up and lack of understanding for those filling in or new to a position, sometimes those errors take months to correct. This has especially been an issue when there are C&G dollars involved, as the implications are greater. Overall it's a lot more difficult to get work done when there's not enough staff, and the existing staff are undertrained. Because of the additional workload in my unit, the entire team, myself included, has been burned out for the better part of a year. It's demoralizing, frustrating, stressful. Items get dropped, or delayed, and overall we're not nearly as productive as we could be if burnout wasn't a constant battle.	

2/2/2023 16:24:47	Getting to do multiple jobs has been tiring plus the quality of work has gone down. UC also made budget cuts so the positions will not even get filled. its very stressful	
2/3/2023 1:42:52	We are definitely short staffed, doing more and working more with little to no recognition. Burnout has and is happening and many either want to leave the UC system/Higher Ed or leadership wants burnout people to leave because they are placing healthy boundaries around work. There is an increase in protocols in all areas of the workplace that limit ability to be flexible or even have the same flexibility as before COVID. From work life, to if we want people to recognize/greet us on our birthdays, to adding events to a calendar, to even how to send a email to students, there are protocols. It's beyond just helping make clear steps but prohibiting people from actually outreaching to students. There have been positions taken away due to vacancy and either never replaced or relocated to a different side of the department. These issues foster toxic environments because of power hungry people who are in leadership that assert themselves and remind us daily that we are replaceable, or better yet, those who stay are punished by given their work. Why stay when the rewards are more work and more restrictive workplace. Retention will continue to be an issue because leadership doesn't care about the staff or have the student's wellbeing in mind but rather their concern is optics and their reputation.	Issues within our [Campus] department have been brought up to senior leadership as well as HR. Nothing has been done except expedited push for hiring the few open positions we have even when the candidate pool isn't the strongest. We hire people who aren't the best just to fill a role. We are fostering a toxic environment and subpar leadership. Our leaders know how to "talk the talk" but lack the emotional intelligence or the care for students well-being.
2/3/2023 2:11:09	Our staff has been cut down by 3 positions with plans to only recruit for 1 replacement. Team members are tired and exhausted. We are forced to plan our own recognitions events because leadership wants us to have buy in to recognizing each other. We are given \$150 budget to recognize a staff size of 16 and told to be low key and to not last for more than a hour or two but make sure everyone comes into the office that day. So we will have people commute from LA and beyond to come for a couple of hours with a minimal budget so that leadership can say their team is being recognized. Morale is low but work is constant. Our leadership consistently makes sure we are overworked. Our department head promises we can do customized programming with a small team, offering up our services to different schools/departments on campus rather than take care of her own staff's mental health and well-being. It's a miserable work place and toxic to say the least.	Our [leaders] are concerned with serving only select populations under DEI so they can report that to upper administration. They do it insensitively by calling out certain DEI groups. Example is a program for all seniors was only marketed to 70-75% of the senior class due to targeting email protocols set up by [one leader]. No exceptions or split emails. When brought up, it was a hard line that protocols need to be followed and these protocols won't change. We must serve all populations and provide individualized support to each rather than picking and choosing who we support based on what would provide the most recognition and possible accolades. Also, when representing our office, leadership chooses to send white folx amongst the leadership team to DEI group meetings rather than empowering their diverse staff within the office to go be representatives in those DEI meetings. Feel like white centric saviors, especially since 80% of our leadership team is white and those who are usually sent to these meetings are white.

2/3/2023 8:23:19	With staff leaving so often, we've been asked to cover other positions, sometimes for months at a time until they are replaced. Additionally, we are asked to be part of search committees more often now which is added work onto our plate. When a new staff member starts, there's training involved and the burden falls onto other peers or managers, who are already overwhelmed with their own work. It seems staff don't stay very long sometimes either because we've had staff either quit or move on within less than a year after they were hired. The staff that stay in their positions are not compensated fairly and are expected to take on the additional work. Many times, the new staff are being hired at higher salary ranges than the current employees and raises are not high enough to keep up with inflation. That's why many staff have to keep finding new positions and jobs to get paid fairly to make a decent living in California.	There should be better incentives for an employee to stay in their position for more than 2 or 3 years--larger increase, one-time award, etc. There should be better campus-wide training for Finance, HR (UCPath), and Scheduling. The burden shouldn't fall onto the departments to continually train and have a staff member quit within a year. There should be better outreach for jobs posted at UCs, such as more media and marketing push to encourage people to look into working at the UC. It is well-known in my peer group (ages 25-35) that working for UC doesn't pay well but has good benefits, therefore, many of my peers would rather work in the private sector to get better pay. I hope that this conception could change one day and that UC would be known to have good wages AND good benefits. Lastly, there should be more staff events. There needs to be better staff engagement to motivate staff to want to stay.
2/3/2023 8:25:27	Our unit has frequent resignations...every 18 months or so...after those resignations, the work is divided to other staff members who receive no extra pay, but must complete the new work in addition to their other tasks inside the workday. No over time and no extra pay. Just extra stress because whatever falls through the cracks gets you criticized like you should be able to just do more. I have been doing 1.5X my job since Nov 2022. I had maybe 6 months before that where I was only doing my job	I believe this type of behavior is systemic in the UC system. Taking 1 year + to replace staff...Must save a bunch of money.
2/3/2023 10:13:47	Admin staff are tired and stressed and see no end in sight. With low salaries most I know work a 2nd job or more.	

2/3/2023 10:32:53	[CAMPUS] is a minority serving institution (MSI). In addition we are designated HSI and AANAPISI. A large percentage of our students are low- income, first generation college students in need of summer jobs. [Our division] halted hiring students for the summer which put considerable impact on professional staff having to fill in and do the work designated for our students workers. Salary is a matter of public record at the UC, and our AVP makes over 165K. Is it appropriate for her and other professional staff to cover the front desk/reception (to save a few dollars) when they should be working on strategic initiatives? FACT: Our students are struggling and they need jobs. Some of our students were unable to fill these positions due to their residential area over the summer, but other students (who live on or near campus) could have been hired. By not hiring students, it not only negatively impacts our students who need funds (for tuition, books etc..) but it places undue burden on existing staff who are paid a salary for providing critical career development information for students. They could not perform their regular duties due to this decision which was presumably budgetary. It was a punitive decision for staff and our student population at [campus]. While it may have helped us fiscally (minimally), it was not a responsible, ethical decision and lessened the morale of an already overstretched and overworked staff, given we have had much attrition and cannot fill some positions. We have had considerable turnover and will have more due to this unhealthy work environment.	Concerns (scores of complaints) about [our leader's] lack of leadership and behaving in a way that does not create psychological safety have been shared (by multiple staff members over the years) with the following entities, spanning over the course of many years: Central HR [Former division head] [Our division] HR Provost HR [Our division] Suggestion Box (Hundreds of Commentary about Leadership) OEOD Ombuds Office
2/3/2023 10:39:22	[Our division] has fairs. Due to our shortage of student staff working the fair, we have professional staff standing on their feet for hours (swiping students in, checking wristbands) without wellness breaks. Due to attrition, we do not have adequate staffing to cover these fairs. We have asked to hire temps and are ignored.	
2/3/2023 10:42:48	Morale is low with so many people who have either resigned or departed. Flexibility regarding working from home isn't applied consistently across the campus and often times conflict with the messaging from senior leadership. Additionally, pay for staff continues to be woefully low, especially in student affairs. And with the budget crises, we can anticipate that merit increases won't be in effect.	Please provide more flexibility to work from home and encourage this. Please also pay student affairs staff with competitive salaries; the pay is woefully low in comparison to jobs in other industries when accounting for years of experience.
2/3/2023 11:09:30	It has led to department without consistency, what once worked no longer works. New staff updates are hard to keep up with such a large organization. Partnerships and cross collaboration impacted negatively.	For two year wages remained stagnant and not keeping up with inflation. The workload increased but wages did not keep up.
2/3/2023 12:39:20	There isn't an easy way for departments to give valuable employees an increase in pay. Sometimes departments just want to give someone an increase in pay without changing the job duties to retain the employee. The administrative burden and length of time it takes to get reclassification also causes employees to leave.	

	When the staff is small in a department, we're having to do everything to the best of our ability but we can't do it all.	
2/3/2023 15:20:20	I've worked at UC for almost 10 years. Thankfully I am now in a new position that is much more manageable, but for over 5 of those years I was near miserable. I worked in a department that was "small but mighty," which in practice meant that the two very high achieving employees pulled out all the stops to make things happen. That then became the baseline expectation, with more and more expected going forward. Failure wouldn't just negatively impact ourselves and our unit, but the students who we served. I couldn't afford to live close enough to campus to have a manageable commute, leading to even more exhausting days. My burnout would compound: I was exhausted at work, exhausted in transit, and exhausted at home. And that was even before the start of the pandemic. While my supervisor and unit were supportive, and acknowledged the impact of our sustained workload, there was never a solution. A solution was always 6 months out, or 12 months out. But for five years those milestones would pass with no actual change. During the pandemic, it got to the point where I was ready to quit on the spot, even without another position lined up. I couldn't continue sacrificing all of myself (my health, my relationships, my productivity) to a workplace that gave so little in return. I switched to a new position at my same UC campus and am glad that I did, but still see the ways in which historic "lean" staffing practices have been exacerbated by the continued impacts of the pandemic. The campus ostensibly supports "flexibility" to allow its staff to lead more holistic lives, but in practice I have found that flexibility has been very limited. That negatively impacts current staff, but also hurts ongoing recruitment. With the burnout levels of current employees and the reluctance (or outright distaste for) flexible work, I am not surprised that the UC is severely struggling to fill positions.	I know that many of these challenges do not have simple solutions, but genuinely believe that UC must better support staff in order for our UC-wide community to thrive.
2/3/2023 15:21:11	Upper management has been very vocal about wanting to focus on burnout and try to make sure that there is a focus on some activities to help address that. However, this doesn't seem to effect project schedules which is where a lot of the burnout is. Another area is for teams that have vacancies - management doesn't seem to be providing support to teams with a lot of vacancies. Either in filling them, shuffling people around to help deal with the resource issues, or helping negotiate with other teams that are dependent on the short staffed teams.	Are there any metrics around burnout that are being tracked and use like PKIs for rating managers and directors? Right now the key metric seems to be project completion. Which just encourages Project Managers and Product Owners to burn out staff if there isn't a competing metric to indicate they aren't doing that. IIRC, UCPath had some statistics about the amount of sick time and actual hospitalizations that were noted in project staff as being greater than outside the project. Platitudes and posters won't stop burnout. Taking actions that seem fake will exacerbate the issue not help it.

2/3/2023 16:03:28	I am ready to go out on medical leave because Directors keep leaving and those duties fall on myself and my unit. We cannot provide education on compliance with polices because we are short staffed and the work is piling up. Leadership has no idea of the impact we make because to them everything is going fine. I cannot keep up with the demands of the job. I have worked here for 26 years and this is the worst it has ever been.	
2/3/2023 16:10:07	I was so burnt out, I went out on medical leave for 4 months. My team was heavily impacted, and progress toward our annual goals was at a standstill. When I returned to work, my passion and pride were absent because I had too much to do at all times. Over the past 7 years, my scope of responsibility greatly increased, one project at a time, and my pay did not keep pace. There was little to no cross-collaborations, and I often felt tremendous pressure to produce as if I were a team of 4 full-time employees.	
2/3/2023 16:11:36	Overwork and burnout has been an issue in my program and [location] as a whole for many, many years. Unfortunately [location] is a system that frequently and predominantly rewards overwork and lack of boundaries. When I was taking on as much as 50% FTE of extra work (much of which was outside of my job description), I was lauded and given awards and given high performance reviews, but my mental health and physical health suffered immensely, eventually resulting in my needing disability leave (in which I was out of the office for 5 months). Now I have scaled back significantly, and even though I know I am doing my best to do my work and take care of myself, I also know that my performance review will suffer for it just because I'm not accomplishing 30 different milestones by the end of the evaluation year. It's come to a point where I just have to accept that I will be considered subpar for doing a full time job instead of two full time jobs worth of work. I will also note that aside from myself (which— I am a white person), that overwork and burnout is disproportionately expected of employees of color, who are largely expected to educate the white workforce of [location] on topics of diversity and who are frequently asked to take on DEI roles without additional compensation or otherwise scaling back on their workload. I have now witnessed this happen to at least 5 employees of color, most of whom have now left [location] (partially due to the burnout and exhaustion of it all, and partially due to the fact that nothing seemed to systemically change as a result of all of their extra effort). It has been extremely disheartening and frustrating to see such good employees overburdened with this extra work to such a widespread extent, especially as they have to constantly deal with microaggressions and marginalization within the organization on a regular basis. I have also taken on work to address DEI issues in the time that I was taking on a lot extra, but I have noticed that taking on extra DEI work is praised— not expected— for white employees and is very much an expectation of employees of color. These patterns are unacceptable.	The mixed messages that leadership gives us are extremely frustrating. We are told to do less with less, but at the end of each year, if we actually do less we are penalized— jeopardizing raises, promotions, and even tenure. I am staff and it is hard enough on this front in my position. But I see it even worse on the academic end. Academics are basically expected to be working all hours of the day, all days of the week, in order to accomplish what they are expected to accomplish. It would be impossible to do everything otherwise— and if they don't achieve it all, they are penalized. The way academics are valued based on their ability to do an inhuman amount of work makes me never want to apply for an academic position, even though I am qualified (and would otherwise be interested) in that type of work. It's very disheartening to realize that if I want to do agricultural research and more direct work with our stakeholders, that I would not choose to move on to an external position in order to do so. Additionally, the regular overwork and general poor treatment of employees here makes me unwilling to share job announcements with other people I know, because I don't want them to experience the deep stress of working here and seemingly never being good enough to live up to the expectations of the work environment. I wouldn't wish this on anyone. Personally I need to figure out a way to leave it myself, because it is bad for me and it has been bad for me from the very beginning. As time goes on, I feel it making me an angrier

		person, and I need to go somewhere that is conducive to being the kinder, softer type of person I would like to be.
2/3/2023 16:23:27	My department has been understaffed for over 6 years. My immediate team has five FTE positions and currently consists of me and one contract worker whose contract is almost up. I am terrified I will be a team of one again. This has brought a ton of stress. I personally have experienced weight gain, health issues including panic attacks and migraine headaches. I am out sick more than I should be because I have been overwhelmed for so long and see no end in sight. I work close to 60 hours a week, am on call 24/7 and am still falling more and more behind on my duties. Other UC staff count on me to ensure they can do their work. I love my job and the people I work with and serve, but as I keep telling my manager this is unsustainable for any one person. Unfortunately, I am single point of failure at [REDACTED]. If I get sick or want to take time off with my family it is almost impossible not to work. I cannot remember the last time I did not work at least a couple hours a day. Family vacations, Holidays, etc. have been interrupted, rescheduled, put on hold due to work. Being the only Network technician in all of [REDACTED LOCATION] adds even more to an already stressful job. I have [REDACTED] independent locations that count on me to keep their network and internet working so staff at the sites can work. I am also the only one available to travel when an issue arises at a [REDACTED] site. Adding more time driving or flying to my already ridiculous hours.	Hiring and retaining qualified staff at [REDACTED] is very difficult when we offer such low compensation for the amount of workload and expertise required.
2/3/2023 16:27:20	Prior to the pandemic we were barely scraping by with the staff we had to do front office and back office duties. Every time we had a call out we would barely be able to handle all the work load and there was little we could do. We recently moved to a new location which because our department was increasing in size. Our duties have changed due to this relocation and have been skewed so much that our work load no longer matches our job descriptions. It has gotten to the point where our union had to become involved since we were doing duties outside of our classification.	
2/3/2023 16:43:55	The past 5 years or so (this definitely started in our department prior to COVID) our AVP has decided not to replace positions, delay searches (to save on funds), not promote from within our unit and substantially decrease student employment opportunities. Reduction of staffing HAS NOT led to a reduction of work and expected output. In fact it is not acceptable to claim the "narrative" that we are understaffed. Rather, we are told we should be "innovative" - "agile" - "use technology" more effectively. Feelings of being undervalued and exhausted exist throughout the department. This has led to many high performing staff members to find positions outside our unit - at [campus] in other departments or beyond [campus]. In fact, one recent high performer left her position without another position (even without insurance) to prioritize her mental and physical health. I have seen more people in our unit cry/breakdown due to stress and exhaustion than I ever have before. These concerns have been made clear to Human Resources and complaints have been filed.	I don't believe the issues are universal across the UC system - some colleagues have had great experiences elsewhere on campus.

2/3/2023 16:44:46	Every time a person leaves my division, we absorb their work. Never once do we talk about stopping projects because we don't have enough staff. It is just assumed by supervisors that we can keep doing everything we did before even without that 1 FTE. I am so over the lack of realistic management at UC that I am also looking for another job. Not only am I underpaid at UC but I don't even like my work anymore because it is so overwhelming. Institutional knowledge is lost every time someone leaves and management has not done the important work of cross training staff so that when someone leaves people can support that gap. Furthermore, staff are the one's blamed when productivity drops. This blame comes in the form of poor performance reviews which means no cost of living raise. I think the unrealistic expectations are really to blame don't you? I just feel so dejected by the moral on my team. We all feel hopeless and unheard and because of this people leave. Every time I lose a team member, I am simultaneously so happy that they got out of this dysfunctional system and terrified for what it means for my workload. Don't you think it is time to break this vicious cycle?	
2/3/2023 16:46:16	I have filled in to help other departments as well as doing my own job with long hours, little recognition and no extra pay.	Too much time moving people around when not many people are in the building seems counterproductive.

2/3/2023 17:14:52	I haven't been on a fully staffed team in years and I feel constantly underwater trying to keep up with tasks. This leads me to feel inadequate and unhappy in my role and I'm starting to feel depressed when I wake up on Mondays to start work. Seeing other people "get out" makes me happy for them and also want to follow them to other organizations. To avoid falling into a comatose state, I've had to start doing less. I'm trying to advocate that my team do fewer projects while we're not fully staffed. While managers seem open to the idea, there's almost never follow-through to drop projects. They're too focused on the deliverables, thanks to institutional pressure, to see that their team is drowning. I also feel frustrated when my supervisor or unit directors remind us that we're "mission driven" and imply that it should be enough for us to continue working while being underpaid and overworked. It feels exploitative and like they're trying to distract us from the issues we deal with every day. I'm really disappointed that such a "great" institution doesn't live up to it's reputation by building up it's own employees, especially the lower-level ones who get paid 1/4 to 1/2 of the salary their supervisors get.	There's a huge disparity between individual contributors and middle managers/leadership in terms of pay and equity. The situation with housing, child care and many other expenses are completely different today than 20 years ago, but most higher-ups haven't grasped that idea yet. My rent (3900 split by roommates) is way more than a skip-level supervisor pays on their mortgage (\$1300) even though I make less than half of what they make. It's impossible for me to afford a house in the area I work, both in terms of the down-payment (>\$100,000) or mortgage (>\$5000). My colleagues struggle to find childcare, especially post-pandemic, and are pressured to find friends to watch their young kids so they can do fieldwork. A colleague's supervisor said something along the lines of "This person found someone from their church to babysit. Why can't you do that?" My colleague didn't attend church and didn't have the same community as the person they were compared to. More senior people had a chance to buy houses when they were affordable and raise kids when childcare was cheaper, and assume that the situation today is the same. Many of them think that the younger generation is entitled for complaining about pay, instead of understanding that our situation is fundamentally different. UC's low salaries (particularly for individual contributors and "low-level" jobs) make it a huge struggle to afford living anywhere in California. This leads to low retention, low recruitment, chronic under staffing, and burnout.
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2/4/2023 10:01:51	Due to severe understaffing on the UCSB campus, existing staff have been taking on additional work on top of already overburdened workloads. In my academic department, our Business Officer was asked to help another department out with a severe staff shortfall (only one staff member and the Department Chair due to staff turnover). As a result of being so over-extended, my supervisor was unavailable to their home department staff and couldn't adequately take care of their "in home" responsibilities. This creates a domino effect of work falling onto other staff to help get this work completed. Another impact was that my supervisor didn't have enough time to complete our performance evaluations, which is hindering my ability for personal and professional growth due to lack of feedback and mentoring. Central campus offices are pushing more and more work back onto academic departments with less help and resources. This is exasperated by the campus taking on more students each year with less resources. It's absolutely unsustainable and is causing physical and mental burnout. Staff realize how detrimental this stress and overwork is negatively impacting them and are therefore leaving in droves. I've worked on-campus for decades and have seen first-hand how staff feel undervalued and morale continues to plummet. Staff are struggling to survive on below-market salaries and are forced to hop from job to job to secure minimal increases, which most prefer not to but leaves us with little choice as cost of living expense increase and salaries simply aren't keep up. It's infuriating that staff aren't afforded the same benefits as students and faculty, such as childcare reimbursements, adequate subsidized housing, extended pregnancy and bereavement leave, etc. Staff feel disrespected and undervalued. The University DOES NOT care about staff and it is appallingly apparent.	Staff very much appreciate all that CUCSA is doing on behalf of staff, but more frequent updates about campus initiatives and CUCSA meetings with UCOP, UC Regents, etc. would help to rally staff support and camaraderie in the fight to overcome existing challenges and campus shortfalls.
2/4/2023 17:46:10	Covering vacant positions results in never ending work days in order to meet deadlines.	Transition is hard.
2/6/2023 8:20:39	My boss is overworked and cannot provide the appropriate attention to me or other important tasks. They are so busy with their extra roles that I find it hard to communicate or connect with them.	Hire more staff to fill roles instead of making existing employees do 2-3 jobs for the pay of one. This will improve employee quality of life but also make a more efficient and healthy work environment for the rest of employees.
2/6/2023 11:49:44	Our part-time communications lead retired over three years ago, and since then, I was tasked to take on all our communications efforts in addition to my full-time job. Additionally, the communications efforts have since ballooned given how productive we are. Despite the slight increase in my pay, managing a 1.5 FTE in one position as one person is weighing on me. I've been struggling to manage my workload, and find myself making mistakes given how quickly I have to work to get everything done and meet internal and external deadlines. This is impacting my stress levels and my self-esteem because I strive to ensure I produce quality work. It has impacted our department as the quality of our external communications efforts has declined, which may negatively impact public perception. I've considered leaving UC many times, but this job is very aligned with my professional goals and values, so it is hard to leave. I'm becoming more resentful every day when more tasks are added to my overwhelming to-do list while the relief of having another staff member to support me has not been realized despite my best efforts to advocate for support.	Don't just delegate tasks to high performing staff you know will get the job done, please just hire more staff to balance the load.

2/6/2023 11:52:22	I ended up quitting UC completely with only 3.5 years left until bonafide retirement. I just could not keep up mentally anymore. Everyday I started work with a positive attitude that just quickly went downhill as I felt I was constantly failing and could never get ahead. I couldn't keep up with the emails, and the faculty email at night and weekends. Even though I tried to stop checking on the weekends, I would just come in Monday morning to about 5 fires to put out. The expectation to be constantly available was just too much. I started in the early 90s when email was still new and no one bugged you ever while you were at home. There wasn't any working from home or remotng in. We were not paperless so you couldn't actually do work away from the office. While working from home has been great in many ways for a lot of people, it also led to this culture that you are constantly able to do work (a loss of boundaries). And then we have supervisors who work 24/7 and actually praise you for doing the same. This expectation is incredibly damaging. I was a supervisor for over a decade and found myself in the same trap... I worked long hours and was constantly "on". I hadn't taken a relaxing vacation in over a decade since I felt that coverage and back-up was never adequate. This is all horrible and leads to incredible burnout. It took me over a month after I quit to actually remember how to relax. Once I felt healed, I returned to the workforce but in a different location and am setting my boundaries from the beginning. People in central units had gotten a hold of my cell phone number and had started texting me on my personal phone for work business as early as 6 am! I actually confronted that person and then blocked his number. Completely inappropriate use of my personal cell number. People just think they need the info as soon as they think of it with zero regard to others' schedules. For that one, I was actually still in bed! I think everyone is so stressed out and overloaded that they are behind and thus their requests down the line become all last minute and rushes; it's a vicious cycle. I saw in my department the dangerous mentality that "a body is a body", and people were asked to do tasks totally outside of their classifications. This created stress amongst the staff and some felt/feel demoralized. As a result, the turnover started, including me who had worked in that unit for over 25 years. I was at a much higher level and expected to do many tasks, but the constant barrage wore even me down.	I am more than happy to talk to anyone about this. As I have gone through a long healing process for my own burnout, I have so many ideas on how to prevent it. What happened to me does not need to happen to anyone else.
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2/6/2023 18:04:02	Both of my staff left - one for a promotion, and the other because the workload has been too great for too long. When she learned that the position of the first staff who left would not be refilled, that was the last straw. Since then, I have been limping along with a temporary staff for 50% time, and 3 workstudy students. I find myself, as manager, working on weekends, stealing time from my family and cutting short my own time to rest and recharge. An even more severe staff exodus has occurred in other departments in my school, where all three staff, including the manager, left. I would not leave my faculty, whom I have supported for many years, in a similar lurch, but it is difficult to get work done in timely fashion when there are new priority/important/urgent work each day. The workload piles up, and people have to wait. I can only attribute some of the administrative mistakes I have made to overwork, weariness and no exercise, a dangerous combination. How did I make some of these mistakes?? It's as if I were not in my body and looking through someone else's eyes - surely, I would have noticed them? Faculty are sympathetic and empathetic, but not all. It's as if some expect me to perform miracles and to continue to provide the support they need as if there were nothing wrong. There must be a better way...there are so many brilliant minds in the UC, and at [UC campus], we must be able to figure out a way to make things better. More money helps, for a little while until we reach our limits, but ultimately we need more staffing. Japanese companies that employ workforce overseas will have people change assignments every 3-years. For example, they may station their staff in Canada for a few years, and then move them to the U.S. What if we borrow their idea, and move people from department to department periodically, in order for them to gain new skills, experiences, colleagues and more pay? Do we have reporting on how often people leave? If they're going to leave anyways, we should build it into our culture, and in doing so incentive good people to stay.	
2/6/2023 19:07:59	After our CES 3 left over a year ago, I have assumed the responsibilities of the position as well as the workload with no increase in pay, no prospect for a stipend and no promotion. Before this transition, I was already dealing with an unbalanced workload. The added responsibility and work has caused me to not only let my work slip through the cracks but the work I do statewide is also suffering. Having been told to not log any overtime, I find myself working and not logging the hours because when things dont get done, it doesn't come back on our director, it comes back on me and the others in my position. So I feel the pinch from both ends. Additionally, our healthcare premiums went up this year, our UC Care PPO is covering less and less and becoming more and more expensive to use and my pay actually has decreased. So to sum it up, I am working double the hours, receiving less pay and as a result spending less time with family and experiencing higher levels of stress.	
2/7/2023 6:26:13	I have been performing 2 positions for five in a half years, since there was a retirement. Working OT everyday to keep up. I have also been asked to also take on other tasks for PM's. - SCIP, Deferred maintenance, safety projects. since we can not fill those positions.	

2/7/2023 6:47:08	Beginning in the early 1990's our department suffered a series of severe budget cuts. These were not cuts to planned increases (e.g. you got +3% instead of +5%). These were cuts to previously approved budgets (e.g. you got \$8M last year and \$6M this year). Consequently, we laid off swaths of people. Maintenance suffered. Periodic cuts have continued and exacerbated the problem to the point where we are adding >\$20,000,000 per year in deferred maintenance to the backlog. We cannot keep up with manufacturer's recommended maintenance for equipment in our increasingly complex research facilities. Staff morale suffers when we cannot meet campus expectations for Disneyland level of quality with a less than mickey mouse budget. For those that remain, low pay as resulted in less than optimal lifestyles, long commutes, and short retention. In addition, we have people turning down jobs after the interview process based on the low pay. They cannot afford to live here or anywhere near here. If I had not bought here in 1992, I would not be able to live in the area with my present salary (despite having been promoted far above where I was when I started and bought my home). Multi-hour commutes are not sustainable for humanly, environmentally, or logically. Yet, that is what we are forced into.	Our entire compensation structure seems to be out of whack with other local government employment in similar positions of responsibility.
2/7/2023 6:54:33	I am doing the job of 3 people and that is too much	Not only, we have been given more work, but there is no salary increase for doing the job of multiple people
2/7/2023 8:44:15	Mental health challenges, feeling unseen and unappreciated	Being underpaid, burned out and not feel like your opinion matters is draining when you invested an extreme amount of money and time in your qualifications
2/7/2023 9:00:38	We have had staff leave for jobs that pay more. It has taken a while to find replacements since the salaries being offered are not living wages for a single person. Then, when a new staff member is hired, they stay about 2 years to move on to something that pays more. The work of unfilled positions has gone to me and other colleagues. We have not been given any additional compensation for this extra work. We are also being told that a staff member's position will not be replaced. All of this is unacceptable, especially since as an employee that has been at the university of 20+ years, my salary is too low and has not kept up with the cost of living in my city. 3% annual increases as a "merit" increase is a JOKE. This should be COLA and we SHOULD receive merit increases separately. At the point, I am looking for other jobs and feel undervalued and overworked by my UC campus.	
2/7/2023 10:56:21	More work, less efficient, no clear vision without historical data that can inform us on decision making	Almost every month, I receive emails from at least two colleagues that are leaving [campus]. It is terribly unmotivating that our staff community, once strong and supportive is being recruited to go elsewhere. We simply cannot retain anyone with

		high caliber influence and skills without the support of staff administrative decision makers.
2/7/2023 11:08:32	My unit is at capacity. We are only two on the team and -- especially due to the pandemic -- have been extremely mindful of our loads and well-being. This has prevented us from expanding and growing as a unit, being able to be innovative and develop impactful programs/resources that we know our student body needs. "Budget cuts" continues to be the reason given to us for not being able to get the personnel support we know we need to successfully thrive as a unit and better serve our students. Instead, we are continually expected and tasked with projects or programs that are not only an invaluable use of our time and energy, but are also no longer practically serving our students. These limitations also hinder our ability for career movement -- my director can no longer receive promotions or pay increases since they only have one direct FTE, and I cannot grow because my manager cannot grow. We always preach "balance" and "well-being" to our students and yet it feels that same motto is not practiced or preached to us as staff. It has led to lack of motivation, feeling undervalued and not listened to, taken advantage of, and complete mistrust leadership and administration. The excellent benefits as part of a public university do not make up for this, hence, The Great Resignation. People are realizing they can do less volume of work -- but more impactful, meaningful work -- AND get compensated better elsewhere. We are an EDUCATIONAL INSTITUTION. We should know better. We should be doing better.	There is complete inequity amongst staff, especially in salaries. Just because one academic unit is larger/receives more funding than another, does not mean the comparable staff positions between the two should have vast differences in pay. Ultimately, I believe a lot of these issues also boils down to leadership, leadership who operate our schools like a for-profit business where the bottom line is more important than the humans who keep it moving. Leadership that make the big bucks, reap the benefits, meanwhile the soldiers on the ground continue to suffer and sacrifice.
2/7/2023 11:19:59	Being overworked and underpaid has caused a significant amount of stress that has started to bleed into my personal life. As a new professional and a [UC campus] graduate, I am shocked to see how [campus] treats their staff. The high level educators and leadership have a very obvious disconnect from the student population and their staff. They ask for miracles and fail to recognize the impact of their decisions on the staff and students. I have considered leaving multiple times despite loving my job and my team. [campus] is pushing their workers out and wondering why without making any changes. We do not ask for a lot but to be treated as humans and the university fails to do so.	We are the reason the university runs. Without the UC staff, the university would fall apart. [campus] staff is not being paid a fair wage for the amount of work we have to do and the cost of living in [LOCATION]. They specifically take advantage of new professionals. How can the university expect high employment and retention rates when the staff is not being paid enough to live there? I am thoroughly disappointed with a university I loved as a student. I don't know how much longer we can take it.
2/7/2023 11:21:26	The lack of sufficient staffing in the Business Affairs unit of CSE has created significant backlogs and strain on reimbursements and other financial recharges.	IPPS as a department has an issue with retention, as their department is not as well funded as academic ones, despite being the cornerstone of [campus] procurement and financial services. There needs to be greater financial incentive all across the campus for entry/intermediate staff positions, because the number of folks who get headhunted to private industry due to the need to make more money to survive or combat inflation is staggering.

2/7/2023 11:25:57	Overenrolled students and understaffed advising teams puts too much pressure on advisors to serve more students than we are able, leading to burnout. Burnout makes us irritable, less likely to go the extra mile to support students, prone to mistakes, and increases depression and anxiety as our emotional labor is overexerted.	
2/7/2023 11:26:17	I am an Academic Advisor in a relatively new department on my campus. However, we have quickly grown to support over 1,000 undergraduate students (and a new graduate program) in a few short years. Although Student Affairs staff are essential to supporting students--especially in a developing program--there is a clear hierarchy of faculty over staff in this department. Faculty and higher leadership constantly demand us to do the impossible with very few resources. Recently, we have adopted stretch assignments to perform tasks beyond our job descriptions without additional pay. Unsurprisingly, there is an incredibly high turnover rate of Student Affairs staff in this department. As a result, there is a constant need to train new hires while balancing our job duties. We are burnt out, exhausted, and have low morale in the workplace. My direct supervisor has Mondays off as an ADA accomodation, and he has worked every Monday for as long as I can remember because of how much he manages. Personally, I am also finding myself no longer looking forward to going to work/socializing in the workplace, and feeling more irritable overall.	I feel that the lack of acknowledgement and respect from higher leadership is another contributing factor to burnout. While my direct supervisor and colleagues will acknowledge each other's work, it hardly ever comes from higher leadership. Those in higher leadership positions are so far removed from student-facing work that they don't realize how much we do, our limitations, and thus often communicate with us in a condescending way. Recently, our director (who earns a half million salary each year) bragged that his son could retire right now at age 30. It feels highly insensitive when his staff are barely getting paid livable wages for our city.
2/7/2023 11:47:21	We have a small department with only 8 staff that serves our a community of over 2000 international faculty and scholars. Staff turnover in other departments, long wait times internally to approve a scholar's appointment, delays with US Government processing, visa delays, and other issues are all spilling over to our department. We can't keep up with demand, and we are constantly having to meet the same expectations as before with fewer resources. This has led to frustrated departments, international scholars, and and our staff as a whole. Morale is low, people are looking elsewhere for jobs, and retention is a serious problem. We need adequate staffing, increased pay for the high cost of living, and better work life balance. We need a hard stop after 8 hours of work. If we can't get it done, hire more staff or let clients, departments, students know that things are taking longer to get done. We can't go on like this forever and not expect to have to take months of extended leave for our mental and physical well being.	

2/7/2023 11:47:32	I have felt the fatigue of being overworked for over a year now. I am expected to maintain unrealistic and unfair expectations with a smile on my face; without complaint.	When I try to introduce new and innovative concepts that would make my role (and department) function more efficiently and effectively, I am met with indifference and nonchalance. When I attempt to let my upper management know there are severe curriculum issues, I am met with severe push back AND am told, "we will deal with that later". Later never comes and I am expected to deal with the fallout of students. When I am verbally disrespected and blamed for these curriculum issues, I am not supported at all by my upper management and it is brushed under the rug. When I attempt to communicate with the students about these curriculum issues (because this is my job), I am told by the department, "You do not speak for the department. If there is an issue with a student, immediately send the student directly to the Chair and the MSO". Yet, when I do as directed, I am asked why there are so many students coming to the Chair and MSO with student related issues (essentially, why I am not doing my job). I should not be a scapegoat for the department BECAUSE THE DEPARTMENT DOES NOT WANT TO MAKE NECESSARY DECISIONS.
2/7/2023 11:54:20	The impact of these challenges have been very difficult to deal with not only for myself but for our entire department. I have had to take on more responsibilities outside of my job description to cover or help with tasks left from vacant positions. Being overworked lead me to experience depression and extreme burnout often leading me to look for other jobs outside of [CAMPUS]. It is a slap in the face when the remaining employees who are trying to do their best are left with the large burden of these challenges and are overworked while not being paid for that extra work. Although I was promoted to fiscal manager over a year ago, the challenge with staff retention did not allow me to focus completely on my role. This delayed my learning and productivity in my own role and career. Faculty have also been negatively impact as information gets lost when staff turnover occurs and training new employees take a lot of time which frustrates the faculty members. Faculty get frustrated due to all the challenges making it even worse for the remaining staff who are left trying to help them.	Working at [campus] has been the worst experience of my life and career. Since [campus] doesn't care about the staff experience and treats staff below everyone and everything else, I plan to apply to jobs outside of [campus] to find an employer who actually values their employees.
2/7/2023 12:07:05	Only speaking for myself, being a primarily remote worker has led to burnout since it's relatively easy to work throughout the day at home without keeping track of time & taking the necessary breaks/lunch. I feel even more compelled to work without taking any breaks since email requests are relatively constant & since I have the privilege of primarily working from home, might as well work more since so many department members are working hard as well.	I want to be more cognizant of taking breaks/lunch, but don't always do so since plenty of work is constant in the department. The only thing that I see that helps the UC is the annual ~week off during December for staff employees (not all departments allow for the week off, but it still helps). I feel some reprieve during that time.

2/7/2023 12:12:10	We have staffing shortages for two key positions that require a lot of administrative work, but our leadership has said they have no plans to staff for those positions in the near future nor salary increases to compensate for increased workload, due to funding issues. The work has now been placed on the remaining staff members, and not only have we had difficulty with the workload and lack of training, when something goes wrong we have had angry accusations from leadership about us not doing things right, and gaslighting that they don't agree that the workload is too much since to them each task is "just once in awhile". It is demoralizing and I am currently trying to find another position in another department, or leave UC altogether.	When the Executive Director yells at you for not doing enough on a particular task, when that task was not originally part of your job and you're already trying to do your other tasks, it really is crushing. When you try to explain, they're faculty, they don't understand why you can't "work as hard as them". Salary doesn't increase despite the workload increase. And faculty make 10x more than you do so they can afford mental health services and long vacations to recoup, but we cannot. It's so depressing.
2/7/2023 12:21:16	Campus keeps cutting funding, so we keep losing staff. We can't hire people because our funding is cut and we can't pay competitively. I LOVE MY JOB and my unit, and my pay is barely competitive for the work I do while living in Berkeley and dealing with inflation. My department's mission, values, and the students I work with keep me coming back to work every day, but I struggle with it when I have friends in operations in private sector making \$100k+ with options, and I'm at \$80k and watching my salary literally drain my unit's budget. Nothing is sustainable, least of all social justice work at [campus]. We talk about how we need more units focused on Social Justice, but campus gives us nearly no resources. It's as if leadership wants us to fail so they can say "hey we tried". If not for my unit, my students and faculty, and being two years away from my pension, I'd leave. Moral superiority can only take you so far, especially when you have a family.	

2/7/2023 12:44:40	My department used to have a receptionist but when COVID hit, we let her go as her services were no longer needed due to not being in the building. Since we've returned, our workloads have increased and the receptionist duties are now informally assigned to staff members whose jobs have nothing to do with receptionist duties. We are told we need to take these tasks on when they arise in order to be a "team player" but the types of duties that come with covering for a receptionist are very interruptive and distracting when we are trying to complete our actual work outlined in our job descriptions. While "other duties as assigned" is understandable in rare cases, it is unfair to expect staff whose job it is not to take these duties on on a daily basis rather than spending the money to hire a receptionist to lessen the burden on other staff. Because of all this extra work, my teammates and I have often felt overwhelmed, overworked, and I notice we all use more sick days and/or ask to work from home more frequently in order to avoid the stresses of having to cover tasks that normally a receptionist would do. While I am a bit more "disconnected" in that I don't let work stresses affect me, my teammates take work/their career very seriously and very personally, and I can see first-hand how these stresses are impacting their mental health as well as their physical health and productivity. One of my teammates reports regularly that she has nightmares about work, and often expresses how frustrated she is with how our department is run. My other teammate uses sick time frequently due to the stresses of work. It makes me sad to see.	I feel that putting "other duties as assigned" in job descriptions allows departments to take advantage of staff in ways such as what I described in my previous answer, which then leads to stress, burnout, and low morale. I view this "other duties as assigned" to mean "other duties we may not have thought of that are part of your job, but we just forgot what they were when writing the job description" or tasks that are small yet still part of your job that aren't worth mentioning in the JD. What seems to actually happen, such as in my case, is we get assigned the work of other positions solely because our department does not want to spend the money to hire this person even though we have the money to do so (or so it seems, since we spend it on such frivolous things from what we can see anyway). And, even though it would be a huge help to everyone, would make everyone in our building happier and feel more supported, and would allow for staff to get their work done in peace without being interrupted to do things outside of their job description which they were not trained to do or anticipate. The UC system really needs to reevaluate this especially when they tout equity as a value. As a woman, it also feels like when my team (of all females) brings up these concerns, our manager (male, for what it is worth) tells us to do it anyway and then we get taken advantage of despite speaking up. But, when the men on staff speak up and say they don't want to do these same tasks (even when it actually fits within their job description), our manager + management team listen to them and the conversation ends there, and they do not have to do the work being asked of them. Then the work is given to one of the females on staff instead. It just looks and feels bad, even if it is not intentional.
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2/7/2023 12:51:27	I work in the Library and I'm on campus 5 days a week. We are open to students, staff, faculty and the public. We are short staffed and our budget is being cut, and we are in need of closing locations in order to deal with the combined situation. Both faculty and students don't understand, and are constantly complaining. We can't do anything about our budget. Morale is low, I think, as a result of all the complaints. This used to be a great place to work. So many people are not happy now. We need to start doing less with less. And stick to it.	
2/7/2023 12:55:24	more work with less people, more staff calling our sick.	salaries is a huge factor, we are not paying people enough to work more.
2/7/2023 13:01:39	The low pay and compounding work has led many staff to leave and find more "enjoyable" work elsewhere. The "thank you for doing more with less" is very, very unfair. [campus] either needs to open up their wallets and provide more resources, do another multi-billion fundraiser or suffer the consequences of work attrition	[campus] either needs to open up their wallets and provide more resources, do another multi-billion fundraiser or suffer the consequences of work attrition
2/7/2023 13:17:44	As a newer employee, seeing staff turnover in my first several months in the office has been disconcerting. It makes me uncertain about my decision to work here when so many people are leaving and choosing to work elsewhere. Although I have had a relatively positive experience, it's evident that everyone is expected to cover these vacancies. However, it seems that as soon as one person is hired to fill these gaps another one leaves and the cycle of overworked and under-resourced employees continues.	
2/7/2023 13:27:05	I have suffered serious health problems related to increased work load and low staffing resulting in a heart attack.	My supervisor at the time offered no solutions or temporary options to cover the work
2/7/2023 13:36:06	Student Affairs staff are beings asked to do an increasing amount of work to support student initiatives and address students of concern despite the fact that the salary equity review that was promised has been delayed over a year. In addition to overall burnout across all areas this increasing frustration knowing that other segments of the university population have been reviewed and receiving and appropriate adjusted salary for OVER A FULL YEAR is have a detrimental effect on student affairs staff mental health and feelings of burnout. People are leaving positions at UC [campus] in increasing number and departments are having difficulty in recruiting candidates due to low wages across the division (please note that at [campus] this means both the Division of Student Affairs AND Student Affairs staff classified as reporting to Academic Affairs) and an estimate 6 Week additional time period added to hiring for UC Path to populate new staff positions. Originally this Equity review was supposed to happen in the 2022-23 academic year but it was delayed to address inequities among Academic Staff. Currently, the reason we are being told that the equity review has not happened yet is because of short staffing in the HR department. This cannot continue. We cannot continue to support the mental, emotional, physical, and educational health of an ever increasing number of students when we are not able to sustain staff and forced to operate at a personal and professional deficit.	

2/7/2023 13:53:44	Staff will not stay where they are not fairly compensated for their work for very long. I have had no less than three instances where staff have left a functional area to make more money in private sector or at another UC. Unfortunately I have experience in this somewhat specialized functional area and as a result I have been asked to cover that role in an "interim" capacity with no additional compensation despite the fact that it is not actually part of my job or an area that I have any supervision over. Staff should be paid for work above or outside of their primary responsibility. The "part of a team" and "do it for the students" joke isn't going to work. Non-Academic Staff at UC are just like underpaid K-12 teaching staff who have to buy their own paper and glue.	
2/7/2023 13:56:51	Increased wait times for everything. Frustration with other departments for not providing better customer service such as faster response times, solutions, answers, accomplishing the requests I need for them to do, etc.. Feelings of frustration and disappointment, also trying to be compassionate and guilty when I run out of compassion for others' situations. More often will hear of how hard a time someone is having or some extra burden they have days or weeks after the frustration. Some feelings of fear about being able to do my part of my job well since it relies on others.	
2/7/2023 14:04:45	Everything that would be more efficient and yield better outcomes at the College level is downloaded to the departments, where we are expected to be able to do everything, which means we don't have the bandwidth to do anything, much less what we were hired for, well. Furthermore, when you get sick it can feel absolutely impossible to take a needed sick day because of the complete lack of redundancy among staff.	
2/7/2023 14:16:44	I'm grateful for the hybrid work schedule but miss the community of the in-person workplace somewhat. I tend to find it harder to disconnect from work while working remotely sometimes, though I do get a lot of work done remotely. It's rather a mixed bag, overall. What I'd REALLY like to see is less change & constant churn over the last 7-8 years. Too much change, not enough time for workgroups/work processes to stabilize.	Staffing shortages or funding shortfalls don't help. Also, UC overall needs to do a better job of managing its money: less on cause-celebre reasons and more for future long-term sustainability; get rid of or reduce payments on debt service; interest payments are usury and wasteful to UC's overall financial health. Renegotiate all loans for a 0% interest rate.

2/7/2023 15:35:59	I am a staff member at [campus]. Though we are all doing our best to be positive, the reality is that our staff are suffering in significant ways and have been for many years. This is not a pandemic problem, it is systemic at [campus]. Staff are the fulcrum upon which the research and education of our students and faculty pivots. When staff leave positions, their work falls on the shoulders of other staff who are already wearing too many hats. Faculty are impacted because they step in in lab roles or do not have staff support to execute their research. Students are impacted because lack of staff translates to lack of support, and lack of access to resources. In my unit, staff work is integrated with faculty research and student education. Many of our professional staff are both fulfilling their staff role and educating students while managing administrative tasks within the vast bureaucracy that exists at [campus]. Without significant changes to how we compensate and retain the staff we have, changes to how we fill vacancies and manage turnover, and changes to how we request and create new positions, our community cannot thrive. There are things that we, as a school community, can do of course, and we are doing them. We are supporting one another. We are advocating for our team members. We are doing more with less because that is what we have been conditioned to do. We are at the point where we either have to set boundaries and say "no" or risk our health and well-being. But realistically, meaningful, positive change will not happen unless there is a significant investment from the Campus to fund additional support positions, and to help us keep the people we have. The staff are broken, burnt out, or a vacuum exists where they used to be. The staff do not feel protected or valued by leadership. When these issues were shared with leaders, staff were told that what they are experiencing isn't actually happening. The gaslighting is egregious. Staff know that when faced with decisions related to a budget deficit, leaders cannot eliminate faculty positions as easily as they can staff positions and so EVERY TIME THERE IS A DEFICIT, we steel ourselves for the potential layoffs or we leave the organization. We cannot continue operating in this way.	Thank you for circulating this survey!
2/7/2023 16:24:24	Our team has been understaffed for more than a year now. The upper management brags about their plan to expand and have been pushing our department to do 'more' but in reality we do not have capacity to follow their plan.	UC needs to be competitive. We need higher wage, and more benefit not only to recruit talents but also keep them. This needs to come from above not below.

2/7/2023 16:35:00	With fewer staff, I have to pick up the slack in many cases left behind by those departing our school. This additional work takes the form of additional scheduling of spaces that individual departments used to have, helping physically move and setup classrooms where individual departments used to manage on their own, letting individuals into spaces because the individual department doesn't have a staff member present to let them in. In addition, the staff working remote for individual departments causes issues because it falls on those of us who are working on site to address on site issues when they arise. I frequently get asked if I can let the "insert person here" into a department because their staff will be remote that day; student, faculty, service person, etc. All these issues pull me away from my actual work because I happen to be on site, which delays my projects and duties that then have to be made up and completed. In many instances, my projects get pushed back weeks because i cannot get time to focus on them. What was a routine 8 hour work day is now consistently 9 hour days to try and catch up. That doesn't include breaks. I am lucky if I am able to take a lunch break, especially one that is uninterrupted. I don't feel that I can take time off because I have even more difficulty catching up on all the "extras" that happen when I am not on site. Based on the nature of my position, I even have a hard time not being interrupted after my "normal" work hours or weekends, let alone on a vacation day. I have reached max accrual and am finding it difficult to find days to take off where the pressure of the pending work load doesn't suffocate the need to take time off. My "department" is under staffed and has been for the 7 years that I have been in the position. Even my predecessor constantly asked to have additional staff help. My "department" supports ALL departments within our unit, including the Dean and is the only "department" that does not have more than one staff person. Other similar "departments" in other units across the campus have at least two if not more full time staff. My request for additional staff support is contingent on more funding and the only suggested solution is to increase the work load already being done by bringing in more outside events and activities to financially support the additional position. I find that I am not sleeping well and am in physical discomfort frequently because I cannot separate from work after work hours. There is always a pile of work waiting the next day with no end in sight, no respite, and always a nagging that I should be working in order to get more things accomplished. Many of our trusted and tenured staff have moved to other units across campus because those units will pay more for the level of work they were currently doing for our unit. And again, those of us left behind are expected	Pending budget cuts when we previously had budget surplus hurts all of us. Budget cuts without reducing work load doesn't help. Encouraging faculty to ADD more programs, events, and other things to increase enrollment and visibility only hurts the existing staff workload rather than improving it. There needs to be a directive from the top making it clear that staff support needs to be reasonable and that until positions can be refilled, additional things cannot be supported. Pending Graduate contracts are going to financially hurt us and without solutions from higher up, will add to the already overworked staff.
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	to pick up the slack until such time as a replacement can be hired, which can be months. Then we have to add training time to our work load to bring the new hires up to speed.	
2/7/2023 16:49:44	It has become harder to get things done in a timely manner because we are covering other projects. With the limited staff, the timelines and expectations from above have not changed. There is no slowing down, the pace has to be the same even with limited staff. It feels like I can't take any time off to rest because the list of to-do will continue to grow. When I do take time off, I work overtime in order to catch up and meet everyone's demands. Our department is trying to implement a better onboarding experience, but it seems like it is hard for them to do so when other items are placed as priority constantly. We keep talking and hearing about change but we have heard it so many times, that we are just jaded at this point.	If leaders can just dedicate 3 to 5 days where leadership to focus on building the foundation for our department and hold everyone to it. We can all stand up straight and not worry about falling into cracks and go through a dark maze trying to figure out what to do and then crawl out only to find ourselves in another hole trying to understand another process.
2/7/2023 17:07:25	When I joined my team, I made it a fully staffed team. A few weeks later one member of the team resigned and the work load increased for me and my colleague. It has been 5 months since they resigned and we still have not hired a new team member, despite the position being posted twice. Not having a fully staffed team means increased responsibilities for other team members, and does not include a pay increase. I understand the need to hire based on skill, quality, and experience. However, having long gaps and open positions means that those who are on the team have more responsibilities with the same amount of support available to them. This leads to burnout and feeling overwhelmed. The longer and longer there are open positions, the more burnout those already in those positions will feel as their workload continues to increase, yet they are expected to do the work with the same amount of support and resources. In turn, this becomes a cycle of open positions, lack of support, and increasing work responsibilities. Employee retention can be maintained by having more flexibility in work schedules, having options to work from home, providing resources such as more [faculty and staff assistance program] sessions (currently staff and faculty can receive 12 sessions). UC jobs are coveted, yet those running the system add in barriers. Having a once a year pay increase does not match increasing cost of living. If positions are open for longer than 6 months, the current staff should get a pay increase to match the additional responsibilities that fall upon them. I did not hear anything about the current role I am in until two months after I applied to the job. The job had been open for a few weeks prior to that. The low employee retention is not going to change unless staff are given the opportunities to voice their thoughts, feelings, and needs. And even when all that is shared, UC Path employees, chancellors, the UC governing board, and all those making decisions need to listen and make HELPFUL and BENEFICIAL changes. The UC is an education system, yet supporting students does not seem to be a priority.	

2/7/2023 17:18:15	I feel unheard and a little bit of gaslighting in terms of your jobs could be replace like UCPath	
2/7/2023 17:29:52	Not only do I see burnout running rampant in my own team members (and self) but I work in an area where we serve many others across campus. Staff (and sometimes faculty/management) are our customers. I see soooooo much burnout in the people I help on a daily basis. They don't answer emails or they answer my emails at 9pm or on the weekends. They offer constant apologies that they cannot keep up, and do not have support to help or back them up. It is difficult to muster enthusiasm for our offerings and our work, and for the university in general when we are all so "over it"! I cannot enjoy my days off or weekends bc I have no flipping money left after all the retirement money and parking and other things are stripped from my paycheck. I can only afford to pay my bills and then wait on tenterhooks eating rice for the week before payday, whilst researching which 3rd world country I could possibly afford to retire to, in order not to become a bag lady out on the SoCal streets. I guess I need to find a new job.....	I am so disappointed that my career aspirations and dreams for advancement will not pan out at [the UC]. The system is just not set up for promotions or rewarding our efforts to advance. The process to reclass or hire from within / succession are practically nonexistent. Imagine an organization where a person who has worked in a position for years cannot successfully be hired for their supervisor's position when that supervisor retires! I have had 2-3 SEPARATE supervisors say that it is too much work to put in a reclass or try to get parity pay for someone. I have heard many others (people from all areas and levels!) tell me they have heard the same things from their own supervisors! Please tell the communications/PR/news team that staff members can easily become bitter reading about multimillion dollar donors and/or alums who are bringing in the big bucks while we wither on the vine out here -- what I really love is when you send us mailings asking for donations -- you could maybe save some money on that one. Imagine asking someone who makes \$50K/year in [Southern California] to donate some of their money to their employer! Go [UC mascot]! I'm so happy to hear you can build that multitrillion dollar complex over there, after tearing down my parking lot!
2/7/2023 17:46:45	My team is stretched thin with no redundancy or back up. In the past two weeks I have had a conversation with a 50% FTE who is regularly logging 30+ hours a week, which she can do because this is her only position. I also just approved a 15% stipend for another 50% FTE employee; she has another 50% position in a different unit, but is earning a stipend to cover for a staff person in third unit who is on personal leave for a month. We all know she is going to do more than 6 hours of work a week but that is the max stipend allowed to her. I also reached out to a former staff person to ask her to come back on a 900 hr limited appointment to help with overload. Another retired staff member refused to come back because another unit had already used up all her available hours already. I had another staff person crying on Zoom today, telling me she is going to have to take a few mental health days in the coming month, now that admissions are over. These are all conversations in the last two weeks. If we have insane work load and have to ask staff to cover it, the stipends and salaries need to be realistic. I asked for a stipend for myself after working 70+ hours in a regular work week, and was told 10% was the maximum. I regularly work 10-12 hour days and on the weekend. A 10% stipend for my workload is insulting, but at least I can try to advocate for my team.	You have to do something about the faculty. The biggest thing driving my staff to leave is faculty who fail to meet deadlines or knowingly demand policy violations. This week's examples (and today is Tuesday btw): reimbursement for dinner including alcohol, being TOLD to hire students as student assistants not GSR, and being told students had worked over winter break with no appointment. Not to mention all the faculty who are 'too busy' to submit their own reimbursements. Cant you tell them that third party reimbursements are no longer allowed?

2/7/2023 17:49:11	Being overworked and experiencing burn out, pushed me into early retirement, in order to preserve my physical well being and mental health. My department was servicing more customers and running more events over the last several years than ever before and we continued working each day through the Covid pandemic pivoting, re-creating and reinventing our program for all learners/students and without hiring any additional staff. When I expressed that we needed additional staff and that the workload was too heavy, when my supervisor knew I had left work several times with chest pains that had me in the ER for hours, when he knew I had recently been diagnosed with anxiety and depression due to the work and stress level of my job and when I expressed that I could not take on any additional task or pick up the slack for team members who were out on leave, sick or not carrying their weight, I was told, " I disagree. I think you can do more." Also that I needed to, "Work harder, work smarter and reevaluate my work systems to see where I could do things differently and accomplish more." I had successfully completed the Lean Sigma Six program several years ago and already hyper focused and very successful at doing more in less time. To have my expressions of concern dismissed, was extremely disheartening. I pride myself in an excellent work ethic and always received above average and excellent performance evaluations over my 10 years of work at UCSD. My loyalty to my department was sadly not reciprocated, and my feelings were dismissed and instead of validated. I was told several times by my supervisor that there wasn't money available from the university to hire more support in my department. I watched month after month for over 2 years as many new campus positions were created, new groups created and fully funded and new dean positions created/appointed in direct correlation with major national and social events that were occurring in our city, state and country. I was finally given a mere 4% increase after waiting several years for a re-classification of my job title to go through so that I could be paid more money. Needless to say, it was too Little too late. I guess what I did was a 'quiet quitting' so to speak. Instead of quitting though I quietly began the retirement process and three months later I gave my two weeks notice and resigned from my position. I'm heartbroken and have mourned since my departure from the University [last year].	I sincerely believe that my supervisor gave me lip service for several years and never truly went to bat for me to his supervisor or HR to try to get me more money. The UC system in [location] needs to do better when it comes to 360 degree evaluation of supervisors. In 10 years with the same supervisor I was never once asked to evaluate him. The university's core principles states fair compensation and pay equity for their employees. I did not receive this and have been a huge part of the success and building a program into the award-winning department that it is. My supervisor did a lousy job at supervising, and never gave me the verbal respect or demonstrated appreciation for my years of service. Instead, I was given lip service, and every excuse under the sun as to why I wasn't able to make as much as other UC associates with the same job classification and title were making at our and other campuses.
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2/7/2023 17:50:32	I've been struggling with burnout after 2 years of staffing shortage and an unrelenting backlog of work. I have also needed to take on more roles and responsibilities after coworkers have left. It feels like I am always behind and that I can never get enough done to keep my clients and coworkers happy. I constantly feel like I'm falling short and letting down my team, no matter how hard I work. I don't feel a sense of accomplishment after getting big projects done. It doesn't feel like anyone else appreciates my work either, because they have waited too long for their projects and are frustrated. Anxiety and overwhelm are frequent challenges and sometimes create the need for me to add extra hours to my workday to make up the time when I'm not productive or need to take stress breaks. Sometimes it's very hard for me to get started in the morning (depression) and I need to work late as a result. I like my job and would like to stay, but this is a hard way to live. I am hoping for some positive change and have reason to believe that things may improve. I was told I would be getting a promotion a year ago and haven't gotten it. My morale has been very low as a result. I'm holding on until my promotion goes through and then I will decide. I know that organizations can have their ups and downs and we have most definitely been going through some unprecedented times. But there is a limit to how long a person can go doing "more with less" without a break or any rewards for taking on significantly more and more work. Not only are there no rewards in the current situation, but there are also negative interactions with clients and team members nearly every day because it is literally impossible for some of us to accomplish what we are being asked to do. It is hard to feel good when that happens month after month, year after year. I know my coworkers are tired too and some have shared their feelings of burn out. We are all coping with our own realm of problems and doing our best.	The lack of permanent staff and outsourcing work to freelancers has proven to be very wasteful in my experience. In most cases that I have been involved with, temporary workers have been of very little assistance. Their fees are not small. I have frequently needed to redo their work and spend too much time reviewing and correcting the jobs they have done. In my department, when I've need to rely on freelancers to get work done, it has been a frustrating, time-consuming and exhausting process.
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Since the start of the pandemic, it seems like at [campus] there is not a long-term period of time where departments don't have vacancies. Of the dozen staff roles in my department, there are only 4 staff members that have been in their positions longer than 3 years. Despite the constant vacancies that cause overwork in the existing staff positions, we have tried to remain on top of what the students, faculty, and other staff need, while taking on additional duties of the vacant positions to keep the department moving along.

When managers (like myself) have vacancies in their areas, this has led to longer hours and increased stress to find a way to complete the job duties of multiple positions. This prevents us from doing our own job well and be prone to mistakes, to which we are not paid enough to sustain the cycle long-term of "vacancies --> hire people and train them --> after they are trained new employees leave after a short amount of time due to finding another job that pays them more in order to live and remain in Goleta/Santa Barbara".

Moreover, other staff/faculty do not allow for leeway for the pressure of overwork and stress that staff faces. They don't care how the work gets done, but that it gets done on their own timeline some way, some how - which is an impossible task when we are expected to do multiple jobs, train new people, hold meetings, work on project tasks, answer questions of our supervisees, and still respond to all emails received ASAP. There is not enough hours/minutes in a day to do all of that and also maintain a decent work/life balance.

Even when it feels that my area within my department is 'fully-staffed' it doesn't last for more than a few months before someone else resigns for a position with a higher salary, thus starting the cycle again and not allowing me to truly ever catch up in my own position. It's the idea of putting out fires as they arise versus putting the work in early to prevent the fires beforehand - and there is no time within the last 3 years to prevent fires.

When we ask HR if we can pay more when a position becomes vacant, or if current dept staff can receive increases, HR (both at [campus] and UC-wide HR) gives generic answers about how it cannot be done. That is incredibly demotivating to hear from a central office. This issue is not at all new to [campus]. It has been decades since the Chancellor has 'preached' about how we are a lean staff campus "doing more with less". However, the breaking point is certainly here. There is incredible pressure that [campus] employees face on a daily basis due to the "hire-train-leave for another job" churn cycle. Part of the issue is due to expenses like housing increasing but also that staff at UCSB are underpaid compared to other UC campus locations. While there were tangible benefits like retirement a decade ago, those tangible benefits have disappeared. The only 'benefit' that is seemingly discussed is hybrid schedules - which are at UCSB not a guarantee for consideration in every department/college, and even that benefit is talked about recently as going away and forcing all staff to return to campus in-person (as if forcing all staff to return to campus physically is the solution that all the work from vacant staff positions will get completed, which is not the case).

	affordable housing. Certain senior leadership (i.e., vice chancellors) have stated that "staff should have roommates" or that "staff must commute from [outside of location]" and they say that as a given to accept instead of showing empathy or having real dialogue about finding solutions to keep the staff workforce in [location]. Though I am grateful for the support from my immediate supervisor and department when there are vacancies in my area, the institutional [campus] problems that lead to overwork and burnout are not sustainable. As someone that has been with UC for more than a decade, I too will have to consider what the "hire staff, train staff, and then staff leave for another job" churn cycle (and the overwork/stress/pressure that comes along with it) does to my own well-being and whether that is something I want to continue to live through in the UC system.	
2/7/2023 18:00:52	Staff shortages, high turnover, new staff with different work ethic and wanting to make positions something else rather than what they were hired to do, unrealistic expectations from departments with processing timeliness beyond our control, low staff morale, burnout, high stress and anxiety. Lack of boundaries with working remotely. Doing more with less and working longer hours.	
2/7/2023 18:22:28	The quality of work decreased heavily and extra hours were spent trying to make up for additional errors and lower productivity. With fewer people available we tried to pull in student interns to help with the workload which lead to quality issues. I often felt chastised and underappreciated. If I was in a higher position and paid more I would have understood but I was completing the same kind of tasks as others at a higher level without any of the benefits. I personally had issues with my supervisor who confronted me about not adequately doing a task that isn't even outlined in my work description among other things.	The issue of a decrease in support during the Pandemic (staff turnover) along with issues at home trying to secure daycare for a toddler led me to feel overworked and burned out. I didn't even get a chance nor feel like my supervisor would allow me to take advantage of any of the funding made available for childcare issues during the pandemic because there was too much work for me to complete. Initially, I appreciated the flexibility to work in the evening and sometimes over the weekend to balance the time I had to spend with my child, however, I soon felt expected to work on weekends and evenings overtime to meet deliverables. If I hadn't been able to switch to a new supervisor who acknowledged how much I was struggling and placed importance on my mental health and career goals I would have joined others and resigned.
2/7/2023 19:45:42	High anxiety levels, feeling like nothing will get done, my voice is not heard and pay has been a major issue. Department seems to not care and it was difficult and a long process to get reclassified.	Thought about quitting multiple times over the last year. Decisions are being made to make my work load easier. These decisions have increased my work load.

2/7/2023 19:53:14	The transfer of knowledge to those of us "left behind" after our supervisors and mentors retire in such rapid succession is detrimental to say the least. Each time someone leaves, the training loses just a bit more, until we are left with minimal training and guidance on tasks whose high-stakes characteristics have not changed. We also have a reduced opportunity to network because we've lost important relationships without having the chance to bridge them gaps. The greatest thing my pre-COVID supervisor did was introduce me to people at WorkFit, or the library, or a staff event. She worked here for 18 years, and I am still benefiting from those moments she took to introduce me to the people she knew. I have had 3, about to be 4 supervisors in 3 years, and with so many changes we don't "know" anyone the same.	Because of what I mentioned above I take it very seriously to train my direct reports in what I do. Even if they don't have an interest in my work I teach them, because I know (as I have experienced first-hand), when someone leaves the work that person is no longer doing does not travel up, it travels down to the direct reports. By teaching them what I do or at least where to learn what I do I invest in them (a great benefit to those looking to promote) and I also help the organization with continuity. I want to be clear that I am loyal and don't plan to leave, but for any of us - if the right recruiter or right job did come up it couldn't be ignored.
2/7/2023 20:36:02	I'm constantly behind in my own job duties as I need to compensate for other people's assigned tasks, etc. I'm working 12 hrs a day and sometimes weekends	I'd like to, but I have to get back to more work. It's 8:30 pm. I started my day at 6:30 am

2/8/2023 6:46:04	I have burnout, I haven't been able to feel like I can take time for medical issues, I've made some mistakes which due to UCPATH being so complicated results lower productivity due to excessive time it takes to correct errors. I am considering early retirement b/c my dept fails to hire help, particularly the last 5 years and I am the only one that does my job, I have no backup so I am always working on my vacations. My coworker went out on medical leave the last half of last year and I had to cover for her because there is no one else that knows her job. I can do her job but she can't do mine. My boss has been trying to get help for my area for 8 years, but leadership doesn't think we really need it because I always work overtime (I am super type A, and they have taken advantage of that as a high-performer, I had to fight for a promotion, got an equity, but I've never been paid at the level of work I do all this time, by myself) to cover everything. I have several stress related conditions now. I need the benefits so I can't quit. I just can't do it anymore, I don't know what I am going to do. My parents passed away late 2019 and early 2020, but I didn't take time off b/c we had just hired a new person who had no one else to train her and UCPATH was being brought online in a couple months, even though the Campus went under shut-down due to COVID, horrible situation and someone's really bad decision not to delay that, everyone was so upset and traumatized. Yet we got praised over and over for "getting through it" - what does that mean? We probably need our jobs, not like there was a choice? Pretty short-sighted and not compassionate. Did we get even a free week off with pay for our efforts through COVID, UCPATH, and everything? Something that would really matter to people? You can add 40 hours to my accruals - you have the power. No. But, hey, money is all that matters, right? The [campus] systems are horrible - everything "new and improved" is not, and causes so much more work and stress, takes forever to learn, new people quit b/c the systems are so complicated and hard to learn, nothing is intuitive and takes months and months to learn, and departments aren't able to get money to hire more people because everything takes so long now and is so hard to do. We use several spreadsheets and back-up spreadsheets to shadow our work. None of our systems talk to each other, we can't get correct data, reports don't match anything, we can't build our own reports like we used to be able to do in Query, we have to use half-baked "canned" reports made by people that don't really do the work or even understand your questions. Wonder what they (contractors) get paid? We keep getting "new" systems that can't report everything on one screen, have to go to 5 screens to get info. Interfolio, RSAS, ISD, AP Recruit, VGS system, Onboarding Solutions, I-9 Tracker, and others, are all just ridiculous PDF repositories for the most part, not interactive, not flexible at the department level, don't fully "talk" to UCPATH, if at all, so what's the point? I have to use 7 different systems to hire a new person, how dumb is that??? Then they make "upgrades" to add all those dumb graphics to everything to make it look pretty, but just like the recent UCPATH upgrade, if you are a super-user like me, it now takes 3-5 clicks more for everything I need to do. I don't need pretty graphics, I just need to do my job! Please quit screwing it up! What that must have cost in time across campus for all of us to figure it all out again and all the extra clicks and screens - maybe the CFO can figure that out? Why don't you pay all of us who are still here and put up with this stuff instead of all that? Senior folks in all departments, especially centrally, have retired early b/c of the chaos leaving us at the department level to just "figure it out" Sorry, I love [campus], I am super grateful for my job, but I can't say that anything has gotten better over my tenure. You are just too little too late. At the department level we have been sending these messages for 1.5 decades. Somehow either leadership is just not hearing what is really going on, doesn't want to hear it, or is just not being told, I don't know which. Someone is making a lot of money with their "great ideas" - This isn't new. We did better with paper and 5 colors of white out.	I think I summed it up above.
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2/8/2023 7:54:24	Our team is responsible for caring for student wellbeing and community. However, the needs far exceed the resources. We have staff working 12 hour days 6-7 times per week, and they are breaking under the stress. This has resulted in constant turnover and resignations. Because we are understaffed, when one person leaves it creates even more unmanageable workloads for everyone else. This is not a sustainable model as we work staff to the bone until they leave, hire someone new, and repeat the cycle.	Our salaries are not competitive to CSUs, community colleges, and other organizations. We have difficulty recruiting and hiring because of this. Repeatedly we have gone through an interview process to have a candidate decline the job due to the salary. Note that the salary we are allowed to offer has been the same for the past 5 years. Meanwhile, the cost of living has exploded. Staff cannot survive on what we pay. We also earn less vacation time than CSUs and community colleges. We also do not offer a useful tuition remission program or health and wellness perks (gym membership, classes) that are common with many other California employers. "The benefits" are no longer a selling point to make up for the poor salary. And we are seeing this in our hiring, as no one is interested in our jobs or stays long term. We have brought up salary issues with HR but are usually ignored or dismissed.
2/8/2023 8:14:49	[My unit] that resides within the [School] has experienced one of the most turbulent burn out in all of the staff within the school. We had lost two individuals during the middle of Covid pandemic, and the school took almost a year to replace the positions. The result was two additional individual leaving the unit. I personally (and one other individual) had taken on two positions at once, but the overwhelming pressure of able to provide the same level of service to the faculty and student was back breaking. I literally had worked multiplied 7 days a week 12 hrs days. Not only my team's mental health suffer, my own quickly deteriorated after 4 months. Additionally, I had multitude subordinates coming to me expressing their real fear of my mental health as they are witnessing a new level of exploitation committed by our dean's unit. This is of course compounded by the fact that the Dean's office had manage to not only replaced almost all positions lost within 1 month as well as given a significant raise to their own staff to help with retention. Things will not improve at [School] till there is a recognizing of what it means to provide pay equity for front facing staff. Additionally, since the end of my internship as head of [my unit], I have received multiple first hand account of ending my current position as the assistance on campus to make fiscal conservation move. A lot of these tactics borderlines retaliatory and mental health damaging. To be frank, my whole unit is feeling drastically under supported and furthermore often pushed into traps. With the combination of fiscal difficulties, our dean's office continuously failed to push a more equitably work distribution instead relying on front facing unit to take up loads that our local financial unit should be taking on. The focus on decentralized workflow in our school is an outdated disastrous policy that needs to be scrapped years ago. Our work flow desperately needs an overhaul, and we are in danger of losing more talent if we continue forward in this manner.	Our unit has a habit of setting individual managers to fail. In the face of resolving purchasing and acquisition issue, our local financial unit will not do a single weight lifting to resolve issues. Instead, they rely on brutalist policies that they set on, while the central unit has remain to be more assertive and helpful. Currently, at this rate, [our school] will continue to be labored by a toxic and retaliatory work environment under the [current] financial leadership.
2/8/2023 8:34:30	We are so overworked and understaffed that I feel like I can't take time off. We have animal lives in our hands and the situation is leading to mistakes, a feeling of hopelessness, and frustration. Worse yet, the administration in the	The administration need to see the real picture and help fix it, not make it worse.

	department is more interested in meetings and "trainings" that take away more time from us to get our real work down.	
2/8/2023 8:36:12	I myself have experienced burn out. When I was an Event Manager by department over worked me to get people to use our venue to get us a name out there. However, when my staff quite or moved to different positions the department never filled the position so I had to run 100-200 event a year solo. I then started to collect overtime then my department said I had to stop getting paid over time and need to start comping my time. I started comping my time so I could rest and recover then I got reprimanded for not answering emails when I was on comp time. During this time I only went to work to run the events and have meetings with clients because I was so depressed and my only relief was being alone and food. I gained 50 lbs in 1 year and was the biggest ever ay 300 lbs. I had numerous health issues and my breaking point was when I ran an event with Mono and I could get time off because there was not back up staff. My client noticed how ill I was and sent me home. I had to be hospitalized and stayed home for 1 month after to recover. There are very little staff in the department now. There are still policy's that make us come to campus even though the work can be done at home. I get punished and many scare tactics are used on me and fellow staff. I feel trapped because my retirement is with the University.	I know everyone says this, but I really don't make a working wage. I have been here for 14 years and I still rent a room and have very little savings. I get really upset when the prices of parking go up equally for everyone if you make 50K or 100k... I also think campus and UCOP make up policies that only benefit campus entities and not as a whole. One policy that is basically a monopoly: Regents Policy 5402
2/8/2023 8:48:28	The amount of work my staff has to do has doubled since 2019. Even as we have hired additional FTEs, the increase in workload far outpaces the increase in staff. The complexity of the work has also increased with the introduction of the UC Path system. In addition, the negative attitude of the people we serve every day impacts how we feel about the work. There has been an increase in absenteeism and an increase in extended mental health leaves, which places a higher burden on those who remain at work. No one on my team has resigned, but engagement, satisfaction, and work-life balance have suffered immensely. Personally, I have considered finding another job multiple times, but have stayed because I am close to being vested for retirement. Without that incentive, I would have left for a job in a non-unionized environment.	
2/8/2023 9:03:14	I had to take a 2.5 month leave of absence due to the impact of my anxiety attacks at work.	
2/8/2023 9:07:04	too many manual processes and can be improved or replaced by programming	managers need to explore themself for more leadership and management skills

2/8/2023 9:17:23	Our major impact was the sick callouts during COVID with no accountability due to (covid symptoms). This was hard on staff covering clinic, and myself trying to cover clinics while attending numerous meetings that were called from other admin working from home. It seemed like they were not busy, so work was created.	I think we need to acknowledge a "recovery period" for our clinics. Managers were expected to keep scores up, with higher goals, and less staffing during our pandemic. We need brief period to acknowledge our staff that is now experiencing feelings of burnout.
2/8/2023 9:23:51	We have been perpetually understaffed these last few years. Initially I heard from colleagues in the department that hiring freeze and pandemic uncertainties overall delayed rehiring for positions that had left in the earlier part of the pandemic. But in general, it takes us at least a few months to train a new staff to the point that they can advise students on their own, and I had heard HR was also overloaded so that has delayed postings for jobs (can take a couple of months just to put a listing up when we have a vacancy) plus in some of the hiring cycles, the people who the department made offers to declined, which meant going back to searching. We've consistently been down by about 15-20% of staff just during the year and a half I've been at this department. In my previous job, we also had higher turnover consistently but that was also due to toxic work environment and management practices which has gone on many years. The pandemic has exacerbated this since the director of my prior department has also used the pandemic as an excuse to eliminate positions even though we served more students than ever. Also, due to the pandemic there are lots of unexpected things that happen at any time (more so than usual years) so that puts more workload on those of us staff, who have gotten very burned out since we are the front face serving students, many of whom deal with exacerbated basic needs insecurity and more disabilities than before.	

	I started my role during the 2019 academic year (pre Covid). That first year, two of my staff resigned and relocated due to costs. These were entry level staff. Since then, those same positions have experienced two additional rounds of turnover. One of my positions is a Master's level strongly encouraged, and we are only paying those staff about \$28/hour (starting). In my opinion, this pay is not at all equitable for the level of education or the work they are doing. Personally, I have been told that our department is going through an equity adjustment for our pay. Our students are making close to \$18/hour, but our staff pay has not gone up in years. During the pandemic, we did not even receive our cost of living adjustment. I chose to work in education because of the work we do to support student success, but the wage gap is a problem. In addition to the low wages, there is very little opportunity for advancement in my department. I have applied twice for open positions and have not received even a courtesy first round interview or feedback as to why I am not being considered. It is not creating an environment where I feel supported or advocated for in any way, and I am searching actively for new jobs. Our internal management has been challenging. We have a unique model, but non-academic/non-faculty reporting to faculty with no management experience is very problematic. I have asked central HR to put our senior faculty through HR training/staff management for years, but that has never actualized.	
2/8/2023 10:09:52	Our senior executive staff has also presented challenges to our students. I have had multiple reports of difficult exchanges between executive level staff and undergraduate students.	

2/8/2023 10:10:57	My staff has been decimated by budget issues that didn't allow for replacing career staff who left. nor facilitating contract to career conversions. Since 2019 staffing levels had steadily declined from 8 FTE in my area to 4 FTE. We were able to make this work by enlisting the assistance OSI and putting every process through the LSS process, creating ProMapps for each project, and dedicating time to additional training and improving each employee's skills in order to promote the most impactful changes and collaboration . However, the reward for that process improvement was losing 2 more FTE due to budget issues. Those who had worked so hard to effectuate process improvement were not rewarded with career appointments, but were offered just another extension of a few months while budget issues were ironed out, with no assurance of a career appointment. As would be expected, rather than accept a few months extension on their contracts, they left the department for career positions elsewhere. The remaining 2.0 FTE must again split additional work, training other departments to take on some processes and now have to post yet another contract staff position, which, when hired, will need to be trained and at least six month of productivity will be lost. There is zero bandwidth for vacation or leaves. Other departments who relied on our support are similarly understaffed, and when emergency leave or vacations occur, productivity declines. It is impossible to have any exceptional customer support with these low staffing levels. Those who remain are demoralized, and new employees , after hire, are stunned to find UC in such a state of disrepair.	Be honest about budget issues that will affect staffing and what metrics senior leadership needs to substantiate requests for increased FTE.
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2/8/2023 10:17:32	My former department was rapidly growing but staff support was not being added while this was happening. We hired over 10 faculty in one year (and 5 the year before) and we were just expected to continue to support all those extra faculty (and their graduate students and postdocs) without more staff. This was all in 2020 when the UCPATH conversion happened too, which happened in the summer so we weren't allowed to take time off during the only time of year that it was allowed. As a manager, I was promised that hiring more staff could be considered in the future but once the pandemic started, I was told that adding more staff would never happened. One of my employees would literally call me crying everyday because she was so upset that she couldn't keep up with her work, especially during the UCPATH conversion. I eventually got so burnt out and anxiety ridden that I had to take a medical leave for eight weeks just to feel like a normal person again. I applied to many jobs outside of [UC campus] at that time too. I ended up not getting any of those positions, so I just switched departments within [UC campus] instead. Several other employees have left my former department as well.	As more and more staff are retiring, it becomes clear that they will not be replaced and current staff are left to do more work. I have worked in several departments that all run perpetually short staffed, even though the university is growing rapidly. Many staff members are hesitant to take sick time or vacation days because it is more stressful to be away from your desk and fall behind than it is to just keep working. I have heard from others and have experienced myself that when you do take vacation time, you have to work long hours before leaving and when you return (since no one else is doing your job while you are out) so you never really feel rested. Also, since many departments do not allow staff to take vacation time during the academic year, myself and my colleagues talk about how exhausted we get every single academic year and are just dying for summer to come to be able to take a few days off in a row. Even though I have worked at [UC campus] for over 9 years, I never recommend anyone to apply to work here since there is more career growth available and better pay at more fun/flexible companies to work for in the area.
2/8/2023 10:19:42	Everyone is running around and likely to make mistakes There's no time to slow down and reflect on what's working and what needs to change Constantly playing catch-up Director/higher level positions in the trenches because of labor shortage, and cannot focus on big picture initiatives	Working in public-facing customer service can be challenging. Historically our internal guests (students, faculty and staff) have skewed more pleasant than the average patron. However, interactions with [UC campus] personnel are becoming a little more strained, and I imagine it's because they're just as overwhelmed, overworked and exhausted as we are.
2/8/2023 10:34:25	When the supervisor in our department left, I was asked to take on additional responsibilities until the role was filled. At the time of the request, I was told that [UC location] HR Department was in the process of approving a stipend for the additional workload. Ultimately, the stipend was never approved and it was not communicated to me until the supervisor position was filled.	

2/8/2023 11:47:15	I am no longer doing my "real job" - rather I am doing the job(s) of at least 3 people who were laid off. Leadership thought that the responsibilities of these 3 people could be handled by a 1/2 time person and a vendor - reality is proving that concept to be flawed. And working with the vendor has proved disastrous. I developed a chronic, serious disease after this transition - while I can't point to a direct correlation, the overwhelming stress makes me suspicious that it was a contributing factor. Leadership is not sympathetic to the situation and turns either a blind eye or a blind "budgetary" eye to the situation. I once felt like a valued member of the organization, now I feel abused and taken advantage of	
2/8/2023 13:35:57	The changes in my department have led me to increase my work load and it has been stressful . I fall behind on paperwork due to being out on the field teachng classes.	
2/8/2023 14:17:25	My department has turned over 3/4 of it's employees twice since the beginning of the pandemic. I feel like we are constantly losing time to hiring and training. That, combined with the additional labour introduced by UCPATH and the ESR has severely reduced workplace morale. We are underperforming on even modest goals, and it feels like we only ever have the time to react, to manage crisis, to put out fires. It is absolutely exhausting, both professionally and emotionally.	
2/8/2023 14:47:09	I have been performing my job plus one to 1 1/2 FTE's worth of work since March 2020. I never feel caught up, I regularly work outside of work hours to try and catch up and it never seems to get better. We always have a vacancy and an area always needs extra support and it doesn't feel like it's going to end. Our department is grappling with meeting the rapidly increasing demands and volume of our students with no additional staff. It is not sustainable.	We have a difficult time recruiting for our entry level and support service positions due to the low pay scale. Until compensation increases, I can't see the current situation improving.
2/8/2023 14:53:09	People leave and it takes long to refill their positions. New people do not want to join us because the pay is significantly lower. That mean more work and less pay for the people who stay. Thank you notes and pizza is NOT a paycheck.	On the whole [UC location] has a very LOW salary band compared to the other UC campuses. This leads to people leaving quicker.
2/8/2023 14:56:57	I feel completely beat up. As an MSO, trying to maintain staff morale while constantly recruiting has really worn me down. At one point, we had 8 staff positions turnover in a six month period. Two positions turned over multiple times. The other challenge is no one wants to work at [UC location] any more so I have had to reopen positions on multiple times. Our salaries not being competitive also make recruitments challenging. Staff are stressed because they are new and trying to learn their jobs while covering vacancies.	Staff are not being prioritized and [UC location] is suffering because of it.

2/8/2023 15:01:03	I have had chronic sleep depravity due to caring for an elderly family member and due to an ongoing permanent mental health disability. When I asked for accommodations to assist with the medical disability from my dept (which can sometimes be exasperated due to stress and everything else), my supervisor immediately changed her relationship with me as a completely 180 degrees— she became abruptly very cold and my interactions with her going forward have been very stressful. It has been exhausting the level of distrust all because I don't have a "physical or seen" disability. The DBO (who has now been promoted to a high level at [UC location]) of the same dept even asked me directly what mental health condition I had and I reluctantly told her, which I worry in turn was told to the other staff in the dept that she is close with. My supervisors wouldn't even offer me accommodations, I only knew about the possibility from working in HR in a previous department. It is abhorrent and alarming and unacceptable the lack of training and empathy that management has to support those with mental health disabilities or crises given the obstacles that many support/admin staff face. They also seem to think that working in office is important to micromanage. I wish that staff were offered more flexibility in working from home and working hours (as it is clear many of us can and did for over 2 years) and given that many of us have heavy family responsibilities that often seep into "typical 9-5" working schedules. [UC location] and the UCs are MORE productive than ever in any given history yet we are still not given the professional courtesy to build a work/life balance. Pls will demand that we answer their emails on weekends or at 9pm that evening when they submit a last-minute grant. I literally just had a life changing surgery canceled and rescheduled because of the stress I recently endured that lead me to having a medical issue the morning of surgery. And it was 100% due to WORK STRESS because our dept heads don't push (or enforce) a work/life balance and some of our Pls/faculty think of us as doormats. All of the above has caused me to suffer productivity- wise and hence I have more sick days due to severe brain fog or depression or insomnia. And I have seen my peers suffer as well from the fear of addressing their needs with management. If you are going to keep hiring more middle management at much higher rates than the rest of us, at least please train them in how to manage people and support their staff for success. I work in the Health Sciences side of [UC location] and hope they can find a way to fix their work and disability/accommodations culture. The central HS HR accommodations rep at [UC location] never even supported me when I spoke up of my concerns with dept management. She just told me to talk to our dept HR (who is close with the management) or move to a different dept if I was "so unhappy". Absolutely unbelievable, and I have never felt so alone. Since I can find no support here, I will be changing to [UC location] or another UC once Oracle launches on those campuses or private industry.	I do miss having the ability to talk with [UC location]'s Campus Faculty and Staff (FSAP) counseling for help and guidance. A system that [UC location]'s HS does not have remotely in comparison. [Doctor] is an angel who walks this earth as is their whole team. They need less centralized systems and more actual accountability at [UC location] HS.
2/8/2023 15:50:07	It's a challenge as our department is small, and when someone leaves, the position is not filled for many months or ever. The responsibilities are divided amongst other staff with no end in sight. In our case, it will never be filled. The direct supervisor is out of touch with what we have to go through with no appreciation, and it only seems as if they care about themselves and their career advancement. Also, it doesn't help when your direct manager	It would make it easier on individual contributors if our direct management/administrators of the department (CAOs & supervisors) were hired for their prior experiences and learned skills and not the result of who they know.

	comes into a position without ANY prior leadership, management, financial, or people skills. This leads to a very overwhelming and stressful situation for all.	
2/8/2023 16:35:01	We've been asking for help for years now. I get more assignments every year with less and less help from the department. Because of the work that I do, it's not just a mental burnout, working more hours has physical consequence and can lead to serious injuries. Since I already have injuries from a previous job of a similar nature, I need to keep my old injuries under control.	Every end of the school year I wonder if I should continue working at my current job.
2/8/2023 20:47:54	We have been understaffed in some of our areas so when someone quits it puts an additional burden/impact on the rest of us to try to do our jobs plus pick up part of the other person's job. This definitely contributes to increased stress and anxiety levels, burnout, mistakes, and lower productivity -- sometimes not knowing where to begin because there is so much to do. Not to mention, our salaries are not very competitive to begin with.	Need additional FTEs to fully support the work we do plus the additional projects that continuously get added to our plates. It feels like nothing gets done because there is the day-to-day plus all of the extras. It's hard to complete a big project and manage the daily workload. We need to be more sufficiently staffed. Also, we need increased funding to support professional development and training. The training budget for my unit is pretty pitiful.
2/9/2023 7:51:24	In our department we have had a lot of turnover, lack of leadership, disorganized systems, a history of old buildings with many issues, including animal infestation, water damage, mold, fleas, etc., employees pulling more weight than their supervisors, lack of supervision and mentorship.	
2/9/2023 7:54:34	oh, and I had to work through breast cancer from 2009-2011 b/c when I was hired I didn't fully understand what the 6-month waiting period was, and I signed up for that b/c I needed the money, so I had to work during that time, but that changed later to 2-weeks for everyone. My boss at the time said to me "you don't even look sick!!!" Thanks! Also, from 2015-2020 we were taking care of my ill parents until they passed. I couldn't get any family care/elder care leave so my husband had to quit his job to take care of them and I did the nights and weekends after working full-time++ during the weeks with no back-up. I took some ERIT that reduced my pay and retirement credit when my parents were in hospitals and facilities, just like for the cancer time. But now there is leave.	
2/9/2023 7:59:40	One challenge is balancing the new normal in hybrid work, how much energy it takes to coordinate simple things like making my lunch, tracking traffic patterns and assessing what I need and where I need it (e.g. do I have my laptop, are there books, articles or physical tools I need where I'll be working?) My biggest challenge understanding how the pandemic and post-pandemic has adversely affected working relationships on my team. Some folks became missing-in-action, a lot of folks had family issues, health issues, and some issues I wasn't aware of. But as the staff's presence got thinner and thinner, the burden of completing work was left for the staff still in the building. This also put a strain working relationships because it looked like some folks were getting special treatment when the rest of the staff remained committed to their roles and getting the work done.,	I wish my supervisor had the courage to say no, sometimes and do things that will be better for the team, not just cater to individual needs.

2/9/2023 8:20:49	This has impacted my current department as well as my former one (I switched departments in Sept of 2020). During COVID the weight of added work and pressures fell on the backs and shoulders of the staff; including the issues with ESR rollouts. Now that we are coming out of the pandemic and "recovering", I'm seeing that all additional resources are strategically going back to the top, as they normally do - funding new initiatives, recruiting top talent for faculty or at senior leadership positions, and still the staff suffer. Unfilled positions and all the new work created is just added onto those who are still here and loyal. Seldom is an initiative considered with attention to the administrative resources needed to carry it out successfully. In my current department for instance, our Chair is considering filling their EVC role, and I've advocated heavily that if/when that goes into effect, we need a new admin position to support it, and the immediate answer is "of course" but when prompted further, there is "no funding" for a new position and the administrative support would have to come from "existing positions". How on earth do we have the money to bring on someone with probably a full or partial faculty FTE with a salary of \$200+/year, yet we don't have the money to add an admin position to support it that will be a third of that cost? If we were talking in terms of real life and budgeting, it would be wanting the sports car but not having the money to pay for gas or maintenance. People would scoff at that situation in real life, but it's so integrated into academia here, we don't think twice about it. To me, this is exactly where the "great resignation" came from; people can only take so much pressure. You can't keep paying less than a living wage that doesn't even keep up with inflation, keep adding work to the plate, and expect people to put up with it forever. And industry is responding faster than we are salary wise, so people are leaving. But that's not the only part of the reason they are leaving; its an easy "excuse" to leave due to an increase in salary; without having the harder conversation and admitting that they didn't feel supported and were overloaded and overworked, AND underpaid; because the response from the senior leadership/older generation is that we are all lazy and don't want to work hard yet just want more money (more money for less) - a faculty member in a meeting just this week literally stated this in a leadership meeting. So it's easier to leave quietly without confrontation for a large pay increase which can't be argued. But I can tell you its not JUST about the pay. It's about the caste system that is academia. Ultimately, resources are prioritized at the top, and are only begrudgingly doled out in the trenches. We need to address this root cause if we want to retain our staff, because it's NOT just the money. The money is only one component.	
2/9/2023 9:10:47	My department has large turnover in staff as the workload is unbelievable. Someone leaves and the jobs just get disbursed to others, usually the ones who are already overworked. How is this sustainable? The students strike, we get more work. The processes change on a campus level, we get more work. Never does work ever get taken back once you start doing it. And it is well known the only way to fix it is for a person to leave, which leaves more work for those left behind. Once a competent new staff member arrives they leave because it is not SUSTAINABLE. There is no cost benefit for new staff to stay as the benefits are not on par with higher paying jobs elsewhere. Why would a staff member stay for less pay and more work? No good pension for newer staff hires (one of the reasons people stayed at [campus] for less pay) and eventually student workers will be making an annual salary that is higher than some staff--that won't be pretty in 2025.	Burnout is a strange feeling. I used to like my work and my colleagues, but now I feel so apathetic. I feel lost.

2/9/2023 10:46:52	it has been hard to find talent commensurate with the job duties. in the past we could point to the pension program and other perceived/real benefits that were better than what was out in industry. that really doesn't apply any longer, as our benefits are on par (sometimes below) what is out in industry. so we are left with come work for the greater good argument - which is why a lot of us are here - but that seems to be less of a carrot than it was in past years. we need to come up with an improved perceived (and real) benefit for working at UC. the simple answer is better salaries, but that is likely not sustainable. it is time for us to re-think and embrace new ideas that will help us motivate the next generation of UC staff to join our ranks	
2/9/2023 10:56:02	1) Continuity problems.. people don't stay long enough to get properly trained/experienced, new people are thrown in the pool without knowing what to do and there isn't much in place to ensure continuity of procedures. 2) Good people leave because they are overworked/burnout 3) We hire less than ideal people just to fill the position 4) Staff are asked to do many things that are not in their job description 5) Staff appear to work off-the-clock 6) Staff are even more so unreliable to meet deadlines	I have three ideas on retention problems related to overwork 1) Some managers aren't good managers in terms of prioritizing, delegating, upholding expectations. They need better training, accountability, evaluation, etc. They have no comprehension of how long things take. ... 1b) Or we just need better managers. 2) Some work is simply useless and has no measurable impact. We could remove some stuff from our plates, but it isn't our call. 3) Pay is depressingly low. I work in {location}. I make \$22/hour. This is insulting and unsustainable. 2b/3b) If we worked to eliminate useless tasks and ultimately useless positions, pay could be higher for others.

DCP and especially the Career Education unit has been hit very hard by staffing issues with no relief in sight. Sadly, even though we are extremely lean, the work does not go away when staff leave.

The work gets redistributed and contributes to burn out among staff and it manifests in lack of wellness, overwork, and low morale. (AVP) proclaims that we are cutting back and "pivoting" but each and every staff member including our leaders on Career Ed are severely overworked and absorbing the work--- due to departures. [AVP] is great at presenting "optics" and strategic plans but the day to day story is very different. How do we pivot when we have work that is just reshuffled?

The first demoralizing cut was [AD], one of two senior AD's.

When [AD] left, her position was transferred to another (favored) unit in our office. We were punitively told that we (Career Ed) can't fill [AD]'s position with a leadership role (which we desperately needed) but only with a career counselor (what is called an assistant director).

[AD] did a tremendous amount of high level work that has fallen on remaining leaders and staff. We know [AVP] does not like Career Ed because we have been vocal about her invalidating leadership, so she strikes back by taking away staff!

She said the Provost's Office will not let her hire any replacements for staff that leave.

Along with losing [AD] and her position, we have bit hit by attrition, (2 Career Counselors) resigned and Career Ed was only able to fill [career counselor]'s role but not [other career counselors]'s. [Career counselor] left immediately after [AVP] was supposedly told that she cannot rehire--could [AVP] not advocate to hire a replacement for [career counselor] when it was literally a day after the announcement of no rehires?

DATA TO SUPPORT:

Look at the other UCs and compare to our lean to the bone staffing in Career Ed.

[UC location] has 18 staff members to support Career Ed and we are down to seven and training one more (career counselor's lower level replacement) so that will make 8.

We were already the smallest Career Ed unit in the UC and now we are even smaller. If anyone else leaves, we will be diminished further with no hope of replacements.

	but she is one person to serve 6,000 grad students. Our undergrad counselors have to step in and provide support to Master's. At [UC location], they have an AD who works with PhD's and an AD who works with Master's. We have more than 50% less career educators to support [UC location] (as compared to [UC location]) and our student population is not half of [UC location]'s. Same is true for our Peer Educators, we are only allowed six (always hard to get a definite number from [AVP] as to how many we can hire) and they have to have work study, no exceptions. [UC location] has ten peer educators. Although staff is suffering, the real loss is felt at the student level. We are a minority serving institution (MSI),, we have a high percentage of low income, First Gen students who need support.	
2/9/2023 11:01:30	The burnout at work has affected my mental health. It has caused stress-related illness, despair, the need for regular therapy, and, sadly, a reduced ability to pursue interesting things outside of work. In my department, the shortage of staff, which started several years ago, when staff who left were not replaced, has made the department pretty much totally nonfunctioning. We are perpetually switching project priorities as our clients complain, and the work goes incredibly slowly--the backlog is huge and is honestly probably undoable. For years, I thought the secret intention was to close the department, and now the solution probably is to close it. The current manager and the previous manager have no experience in our department's primary business and no experience in management. The few people who have been hired have insufficient experience to get the work done well. The satisfaction I once had of being a highly regarded professional who could pull off complex work to a very high standard--I received that highest-of-all performance rating 3 years in a row--has been at zero for at least a year, and has been low for many years. I am leaving UC this month. It's been a career graveyard.	
2/9/2023 11:40:37	The work is more complex than ever. Career Tracks collapsed title codes and there is less opportunity to move up. UC holds long term employees down in their classification by not paying for intuitional knowledge and time on the job experience this perpetuates pay inequities. At the same time someone can come in as a new employee and get paid just as much as a 10, 15, 20+ year employee that is not fair or equitable and it is demoralizing. It is nice to see that the unions are respecting longevity and trying to get those employees paid fairly. Non-repressed staff have no pay advocacy.	
2/9/2023 11:51:49	Dealing with these challenges within the context of salaries that are insufficient for living in the Bay Area is frankly untenable. As a professional who has been at [UC location] for 23 years, with consistently positive performance evaluations, I am currently not even near the midpoint of the range for my classification. Not feeling valued by my department, and the campus as a whole, while continuing to take on more work and responsibility is a recipe for burnout. While there was a time that I would encourage friends and colleagues to pursue staff careers at [UC location], and make referrals for openings in our department, I no longer feel that I can do that in good conscience.	

2/9/2023 12:00:31		
2/9/2023 12:00:38	Phew, where to begin. I am exhausted. We have been expected to work as "normal" even though there is no normal and we can't go back to pre-pandemic. I am a mother of two small children. Finding childcare post-pandemic was a monstrous task with daycares under-staffed and accepting smaller numbers of kids. I finally have my daughter in a program now after clearing a waitlist but she is constantly home sick as all our immune systems have struggled to return to normal, after years at home. We have dealt with constant colds, RSV, multiple cases of COVID even with vaccines. All this directly impacts my ability to work, as expected. My supervisor has been flexible with my working from home (thank goodness), but this is still so emotionally and physically draining. I am on Zoom all day seeing students and sneaking quality quiet work administrative time at night. There feels like no balance. I don't go outside most days and don't exercise or take care of myself. I have pre-existing health conditions that feel neglected. I feel like something needs to give but I need to work to survive. My whole [UC location] work team feels this and we keep losing staff to other schools or positions. This makes work even harder since we are understaffed and just trying to stay afloat. I am constantly finding errors on student records and wrong information that is given to the students. I see us all struggling emotionally. I have worked at [UC location] for 10 years and value my benefits and pension. Please help us!!	
2/9/2023 12:14:08	Burnout leads to stressed bodies, minds, taxed physical health, taxed mental health, and the overall hurry-up culture to try to get more done in less time. There should be an understanding or standard for the quantity of support staff needed to handle requests of a department. We are willing to be loyal and dedicated, but how about some perks (fund giveaways/office gadgets/free tickets to events/plays/workshops on campus and around town) and fun activities to liven up the days. We are spending our youth and middle age dedicated to the UC system. Some funds set aside for each manager to treat their staff, and time allowed for growth and enrichment. Support admin/financial admin staff would like to have retreats, conferences, and workshops, to be enriched and grown as the whole people that we are. We'd like to be invested in, in ways that are delightful and a break from the norm. We'd like offices, restrooms, and work environments, that are refreshing and invigorating. We're grateful for the opportunity to work for such a great institution as UC, supporting great research, initiatives, and inventions, for the state, country, and world. It's an honor and privilege. I wish it was a little more fun.	
2/9/2023 13:12:23	My department is full of extremely catty and seemingly miserable people. As a person of color in America I have developed a tough exterior as a trauma response. My co-workers who don't share this lived experience are losing their collective minds! It's exhausting to work with them. They are mean and spiteful and quick to start fights and complain. I observe how they treat themselves and others and have recently become the focus of a few of these tantrums. It's not conducive to teamwork and productivity. If we had a capable manager who can see the issues with the culture of this department, I'd have hope. I love my job but hate my department culture. In the beginning I tried to see what the issue was and b" be a light". They are tired/ bitter, burnt out and they do not care anymore. Throw the hole team away and start over.	Manager need management training!!! I have NEVER worked in an organization with worse management!

2/9/2023 14:25:00	Definitely feeling the challenges both on self and on department; lots of turn-over	More flexibility, more remote positions, more compassion would likely result in better retention. Many people I know that left or are leaving do not feel supported, do not feel that there are any flexibility, and therefore, seek other options.
2/9/2023 15:00:44	A lot of people in my department are working 2 people's jobs. The workload outweighs the amount of staff. When it gets busy, I have to work overtime. It has become the 'norm' to be overworked. If you are not overworked, they will assign more projects until you are overworked. There are some tasks that can be outsourced to another department, or could be done by a designated staff in the department, but they would not hire a staff due to the number of employee limit within the department. But we need at least one more staff. When people retire or leave, they do not backfill, which results in more work, less staff.	The management has not done anything to improve my workload. Instead, I gain more work. I have done everything they asked me to do, and I have done them well beyond their expectations, but I have not gotten any pay increase, nor promotion since I got hired in 2019. There has been too much changes in management personnel and they keep changing the way of work which is a constant distraction. It is hard to keep focusing on my job and thrive in what I do when there is a constant change in management.
2/9/2023 16:08:53	I guess covid has had a large impact on how I feel about my work now. There are times when I feel like I don't want to strive to do my job better and just to do the minimum to get by. I didn't feel like that when I first started. Not sure what might help kickstart me feeling valued. Maybe some public recognition? Also, working from home was a blessing and a bane. It was nice to have that flexibility and not be responsible to have to run into work to open or keep open the office. Our office hasn't had any office manager for over 10 years. The office has been maintained by staff (who take turns) for these past 10 plus years. This too is wearing on a person as it's truly not our responsibility to ensure the office is open to the public since our job is to deliver programs. Seeing other folks who abuse the system and didn't show up for basically 2 years running, the director not knowing where they were or what they were doing was especially hard on the morale of the office. That was sort of the beginning, prior to covid that was the straw on the camels back-so to speak.	
2/9/2023 17:09:48	I experience burnout and it's difficult to focus sometimes. There are also mental health effects. The campus seems to be trying and making changes but they're not all implemented the same and so that leads to even greater frustration and less engagement. For example, my division wants everyone in person 100% of the time regardless of our role. They've offered "up to 8 hours remote work" to be flexible but compared to other divisions on campus with much more flexibility, it's really nothing. We've lost great people to other campus units and outside organizations, which has led to even more problems for those of us left behind.	I've worked for the university for over 10 years and always thought I was a lifer. I love my work and working with UC students but I'm not sure anymore if I'll stay here. More support for staff is needed and it needs to be implemented across the board.

2/9/2023 19:37:32	I've been at [UC location] for a year, and my office has been short-staffed for about 75% of that time. Our workload is far too high, and it's causing a lot of burnout. I really like the office that I work in, and it's the office that I would normally have seen myself staying in for my entire career at [UC location]. However, my mental health is being impacted by my workload, and I'm very seriously considering looking for a different job. It's very hard to balance work and home life as someone who is exempt and has to get my work done no matter how long it takes. It's normal for me and my colleagues to work through our lunch time, stay late, and/or work on the weekends. For example, I'm filling this out at home at 7:30 pm, because there's no way I could take the time to do this during my work week.	
2/10/2023 4:24:21	Our department is often voluntold to take on additional tasks and responsibilities to what is already a jam packed agenda list. For me personally, this means taking on responsibilities that are outside of my JD to assist my team and lessen their burdens.	In my career (30 years) I have never seen such a high level of people calling out sick, and it is often attributed to mental health, myself included. This is a direct result of the growing responsibilities of individual positions, many of which were already maxed out. An added stress point is that "work re-imagined" is dictated by the Dean of each school. As that position is a revolving door, the team never knows when the work from home benefit might be taken away or changed because of the Dean's preference. I can speak for myself that if my two days a week working from home were revoked, I would without question look for a new job. As the benefit is a fluid one, I would be more inclined to look outside of the UC system where it would be consistent. Work from home is now looked at like a mental health benefit by my team, something that is necessary to maintain a balanced work/life relationship.
2/10/2023 10:00:58	It's extremely disheartening to stay motivated and positive when we are overworked and underpaid and constantly being pushed to do more.	Instead of this perpetual limbo of attempting to attract and hire more underpaid staff, we could distribute the money to raise existing staff wages. Nobody here makes a living wage, much less a thriving wage. Even with yearly merit and "cost of living" raises, my monthly wages are now worth less than what I started out making 5 years ago, and this is not an entry level position. I am unable to afford an apartment or medical expenses. I read someone say that when good people start leaving, those are your canaries. The first sign something is very wrong.

2/10/2023 14:22:41	Overwhelmed with workload, overall staff needs more support. With the budget cuts many are concerned if there will be a hiring freeze or lay offs, pushing more stress onto each staff member and department will most likely push away overwhelmed staff to find new jobs elsewhere.	
2/10/2023 15:32:35	Traditional programs amongst our college to engage students make a big impact on student experience. However when our student programmers/ student council positions remain vacant. The completion of these traditional programs is left for the staff to fulfill on top of their already full plates and positions. As someone who holds a programming heavy position at my college, this has been a concern, and continues to be a hard balance.	Burn out feels particularly strong when the stress and weight working harder to make our student programs happen, and not feel as though I can take time off to rest because of how much I get paid. As an employee working a position that requires a Masters, it is hard for me to fathom why an equity review for our area continues to be brushed over as I fight the balance of working my butt off for our students, resting & supporting my family. Balance between all of these is hard. It makes me feel like I must choose between how long I can stay in this position, and doing the work that I love to do for our students.
2/10/2023 16:14:39	I am a nurse and was employees at [campus]. I left [campus] and hospitals in Jan 2023. I didn't have the autonomy and felt my voice wasn't valued. I know I made a difference to patients but didn't feel valued by the organization. Instead of leaving on bad terms I chose to leave the unit for the 2nd Time. I now work in Home Health where I can have more control over the care I provide, my experience is valued. My extra hours are reimbursed, unlike when mcc said they wouldn't offer incentive pay or Lump sum payment. Protecting my peace.	I left [campus] in Jan 2023. My unit at [health location] was more diverse than any other unit I worked and yet I still felt like as a nurse the management or hospital admin didn't care if nurses were happy.
2/11/2023 6:04:32	Más apartamentos de vivienda que limpiar	Compañeros dinning estar súper sobrecargados de trabajo
2/13/2023 10:00:19	One challenge we have at DCP is endless protocols, but then there are "side deals" where our leader permits people to break protocol. Tons of side deals with individual staff. For example, we have a number of staff that would like PT schedules so they can achieve better work/life balance. Many have children and need the extra time in this post-Covid world we live in. They would of course be paid for PT so it would be a cost savings for the unit. (our leader) has said she does not like people to have PT schedules and then, in one- on- ones breaks protocol...lets one person have a PT schedule. The other people are left deflated and upset, yet they are happy for a colleague who can achieve better life balance. This is HORRIBLE for morale and unfair...This is when favoritism is toxic.	
2/13/2023 12:13:48	I feel very uncertain about how everything is going and changing and and I feel like i cannot keep up and being left behind. I do not even know what to ask for help on or where to look for help.	I feel like I do not know what I am doing here and not sure what my part in this is

2/13/2023 12:52:33	Our department's staff turnover rate in key areas is the highest it has been in my career. I am worried that the additional work performed by my colleagues is going to lead to further resignations and a further loss of morale. I believe the compensation is a key component of our staff seeking other employment. The UC is not as desirable a work place as it once was for the benefits and retirement. Employees are more transient and will seek other work for better compensation now, rather than bank on retirement.	There seems to be a push-pull situation brewing between management and staff on returning to in-person work. As a manager I feel caught in the middle trying to address the requests from my supervisor and the concerns of my team. I believe that work from home can be successfully managed and should continue to be allowed. For employees that are required to come to campuses, more should be done to support them. For example, greater financial support for transportation and food, more in-person community building events, and more wellness opportunities (like free stretch breaks and mindfulness sessions) could be provided.
2/13/2023 12:56:26	Our department has survived on a culture of do whatever you can for the student experience. We touch over 90% of undergrad/grad students with Co-Curricular programming and encouraging them to be healthy and active students. During the pandemic, we were asked to do even more with no compensation or thought towards what we were enduring. COVID-19 leave couldn't even be used for mental health days for crying out loud. We are asked to use our own vacation leave for campus closures and get a small cost of living increase, if you even call it that for satisfactory work and above. It takes years to get any type of equity increase, and forget anything that looks like a raise. I helped create an entire program that serves over 1000s of students, and I got an award and \$250 (\$125 after taxes) star award. What is the incentive? Obviously, we do not do the work for that, but that wears and wears on staff, and for those who've been here 10-15+ years...we want out. Can't even afford to live in our city anymore. We are one of the most underpaid and under appreciated (with actions not just words) departments and I know we are not the only ones. We have already forgotten the benefits of hybrid and remote work, with staff being asked to come on campus more and the department not caring about the retention and benefits that come with flexible work (i.e. family time). Our hiring pools are smaller and the quality of candidate we are attracting is not great. We cannot keep admin/fiscal or facilities management or IT folks here long enough to gain traction or prevent work flow from being disrupted for more than a few months. I am an alumni as well and I have given so much of my time, treasure, and talent to this organization and I believe my health and wellbeing has suffered for it. I also believe that we are expendable, and that the surveys (staff at work for example) are not really read or taken seriously. I love the students on this campus, but at some point you have to do what's best for you and your family, and the UC System is not it!!!	
2/13/2023 13:46:11	Since some positions are not filled, the responsibilities of that position are falling on to others' shoulders. This creates more workload and potential stress that really should not be put on those individuals. It also can create issues with a bottleneck effect, as employees just can't (and should not have to) keep up with the added roles/responsibilities. In turn, that can also lead to an issue with having work/life boundaries and separation, further contributing to overwhelm and anxiety surrounding work (but also often bleeding into personal life).	It is important that management keeps in mind the work/life balance that their employees have, especially if they are taking on the work of someone else, or just "more and more" because that is the expectation. Yes productivity matters, but not more than our employees wellness (physical, mental, emotional- all levels). We are humans, not machines.

2/13/2023 15:51:43	I am considering leaving my position because of the additional administrative burden that is constantly growing in our department (hiring students is more difficult, purchasing necessary equipment/goods is more difficult, etc.). My job consists of many different facets, including A LOT of staff training time (I won't get into specifics for anonymity, but let's just say my training is all integral to risk management in my area). But this has grown to be too much. We have had great financial support for our program and we have successfully brought our student staff up to speed since the pandemic (a lot of knowledge was lost during that time) but the only way I was able to do this is by working overtime almost every week. Now I am committed to not working overtime for my own well-being, but I know that the quality of my work is suffering. This means that students aren't getting the attention and care that they deserve and our programs aren't able to reach as many students. And the other day we almost had a car accident in a UC Vehicle that could have been avoided if I wasn't feeling burnt out and had paid more attention to detail.	I care so much about our students that I work really hard for them. I do not see the same amount of care shown from our supervisors. We MUST put our people first if we want to retain them. I know many folks have left our department for other jobs that pay more. What can administrators do to show that they care? And I don't mean events or meetings where we recognize each other. I mean, financial support for people doing good work. We need to be compensated more! The cost of living has sky rocketed in [campus location], and the annual adjustments are not keeping up. Also campus needs to put resources into on-campus child care! I cannot emphasize this last one enough. Since the pandemic, it seems like working at home with a child is almost expected. How can we maintain our quality of work when also caring for an infant?? Not to mention to quality of care our infants are receiving...
2/13/2023 15:55:22	Employee retention is challenging because the job description you apply for is not the one you get and on top of that the pay is laughably non-competitive. Our department is constantly praised by campus leadership and departments across campus love to collaborate with us on events and initiatives, yet we are the lowest paid of our department across all of the UCs. Our job cards claim that we only need a high school diploma to apply, but you will not find a single administrator in our department without a college degree or higher. This requirement hasn't been officially changed so that they do not need to raise the base salary of roles, some of which begin in the low \$30k range, which is minimum wage. Fast food chains pay their workers more than this. Some units in our department are just revolving doors, like our Fiscal team. Someone joins the team from another part of the university and is onto another department or back to their original one in under 6 months, usually getting a massive pay bump in the process. A former employee that left recently described our Business Office as a "toxic dumpster fire." I am a full-time, salaried staff member that is in charge of an entire program area in my department (1,000+ students impacted weekly) with no staffing support underneath me aside from students and I am living paycheck to paycheck with my partner who also works full-time. I am not able to afford to save money, so I need to work additional jobs to be fiscally secure while living where I work, yet my role expects me to be available on nights and weekends as well. This also means that I am unable to start a family, because I cannot afford it. I am in the process of looking for other work opportunities and I doubt that my position will even be filled within 3 months of my departure. This will cause my colleagues to need to pick up additional responsibilities to ensure that the student experience does not suffer, while in the meantime every staff member suffers. Pay your employees and stop lying about job descriptions and those 5,000 vacancies will fill instantly.	I received an award recently for tremendous work that I had done the year prior. It is a very difficult award to receive because of the sheer number of staff members eligible and nominated. Along with the small trophy, we received what is effectively a bonus as recognition. The bonus was a measly \$250. It was so small and so much was taken out as taxes, that I didn't even notice it in my paycheck until I went line-by-line on my paystub. After taxes, the bonus covered a month of parking, WHICH ANY EMPLOYER SHOULD BE PAYING FOR ANYWAY.

2/13/2023 16:41:37	UC [campus] Student Health has lost a number of outstanding healthcare providers and nurses after they have carried the burden of jobs for several positions for sometimes over 5 years waiting for appropriate organization, staffing and fair compensation. At this point, they have finally increased the nursing FTE's, only to have RN's in place that do not work to the top their license, essentially wasting money alongside a management team that is inept or corrupt (consistent with patterns seen outside of that department). While many employees are familiar with the UC touting Chancellor Yang as "doing it right" being the cheapest Chancellor in the system, you are all responsible for breaking the backs of the healthcare workers who are desperately needed on that campus, given the lack of community resources to take care of the geographically isolated population.	Until someone takes a long look at what is going on at the campus and Student Health, I will not recommend anyone to work there, nor donate time, money, talent or send future children, grandchildren etc. to the campus. I am not willing to be contacted about this, as I've spoken to this for years with no change. Now, it would simply be harassment to force me to relive the trauma, so I will end with this. Best wishes in your collection of information that can drive positive change for every campus.
2/13/2023 17:23:08	Commuting is a major challenge. UC [location] should offer commuter benefits. UCOP has them.	Because my salary is low for the Bay Area, I often feel like what I do isn't valued. I would stay at UC [location] for the rest of my career, but I want to be able to own my own home and support a family someday...so it's inevitable, I will have to leave to pursue more money.
2/14/2023 10:07:56	I feel like I am sometimes doing the work of multiple people and yet I'm being paid the work of one and barely that. My team could greatly benefit from having another person and yet due to financials we can not.	
2/14/2023 10:59:39	Anything that actually gets enacted or maintained is a labor of love-- with overtime work, often investment of personal resources. UC's mission is accomplished by depending on very dedicated employees to go the extra mile, despite fewer and fewer resources. This is particularly true in any student-facing activities.	
2/14/2023 11:05:38	I can only speak for myself. At the beginning of the pandemic there was a lot of adrenaline, feeling like we were in an emergency and I wanted to use my work role to help the country any way I could. Much of this involved contributions based on my expertise, but not in my job description (I am fully soft-funded as an academic). I was able to provide or develop evidence-based information used at local and national levels. As the pandemic wore on and we continued to eschew group settings, work was a great activity (and sometimes solace). But - all the extra, and overtime, work ended up making me irritable and anxious with feelings of overload/burnout/stress. It also set some bars higher in terms of how many projects I could contribute to. Finally this past summer I made a conscious effort not to work nights and weekends (except when essential) and I have felt less irritable and anxious and the regained time for other activities has reduced feelings of burnout. Still working, though, to find that new balance!	To make matters worse, funders turned their attention away from my primary focus area during the pandemic, so I've had to develop new projects that appeal to current funder priorities, while trying to limp along to maintain/build work in my focus area despite minimal or no funding.
2/14/2023 11:27:01	Everyone is leaving. We have hired 4 undergraduate advisors since Sept and the last one left without notice because she got a better job offer - fully remote - no faculty attitudes. Another position pays so low for what is expected that it's been open since June.	We are utterly overwhelmed and I don't even have time to tell you all the problems.

2/14/2023 11:52:06	Profound burnout and lack of meaningful and realistic support with results as described above.	What we are experiencing is the very clear and easily anticipated result of policy and process decisions on campus over an extended period. With or without Covid, it was always going to arrive here. I'm surprised it's finally being allowed out of the closet. Unfortunately I have yet to see this campus go beyond the point of collecting information about a problem to actually implementing useful solutions. It's more likely that we'll get a performative task like required training for how to make our off-work time support our on-work experience. In essence continuing to transfer the responsibility for high-quality work in a substandard environment to the victims of the substandard environment.
2/14/2023 12:03:51	Personally I have experienced anxiety and depression as a result of the conditions at [campus] as an employee. It is a struggle for me to survive financially on the "competitive salary" that is provided and I am unable to support our students in the way that the university has promised. My department had experienced extreme burnout across all divisions (academics, students affairs/ res life) that will take months, if not years, to recover from. It is embarrassing from a business perspective at the lack of resources this university offers for both students and staff. Many of the resources we so offer feel like "buzz words" in the sense that they are not easy to navigate and are not staffed appropriately to serve the needs of our student population. It does not seem that [campus] wants to retain employees based on their actions (the salary they provide, their unwillingness to negotiate, the amount of "red tape" that employees have to navigate to try and get things done, evaluations having no impact on pay increases, no option for a significant pay increase without leaving your role completely). There is no clear end in sight.	Fighting for a reclass or adjustment to a job card is a full time job in itself. It is impossible to advocate for our students and ourselves with the tools that we are provided.
2/14/2023 12:15:34	I loved my job for many years - not I hate it most of the time. I am constantly stressed out, work 7 days a week and at all hours, and I still can't keep up. There are not enough staff and the staff are overworked. Faculty are taking up the slack and are being majorly squeezed. The difference is that faculty don't have a union so they are just being abused.	I simply can't keep up with the ever increasing work load and a work load outside of my area of expertise. I can't get people hired, get them paid, get grants submitted, or have reporting happening on time.
2/14/2023 12:17:11	Our new, hybridized workplace has brought so many benefits, but it has also created a break in the social bonds that brings some joy and resilience to our work. And joy is in short supply, across the board. Supporting communities that have been sorely tested by drought, wildfire, as well as political and racial strife takes an emotional toll, and without time, space and budget designated to fostering laughter, friendship, even commiseration among your peers, these things often don't happen. I am depressed by how depressed my clients feel about their circumstances, and that makes it hard to uplift and assist them.	I struggle with the push-pull of the questions, "Am I doing enough work?" and "Am I doing the *right* work?" The call to have an impact, to demonstrate value sometimes reads as "Do more." but the measures of impact (number of workshops, e.g.) don't always equate to a positive impact, and some of the ways we touch our communities' lives aren't easily translated into a graph or table. So we try to do more. Add a workshop. Send another newsletter. And then wonder, "Am I really accomplishing anything?"

2/14/2023 12:27:39	Work life balance micro manage	These he how i feel about my work
2/14/2023 14:08:30	With so many staff members leaving for greener pastures (higher pay, better benefits, 4 day work week), every one left behind is struggling to carry the workload. Finding a replacement hire can take months or almost a year , and sometimes they dont stay very long. Smaller teams are completely overwhelmed running on a "skeleton crew" making morale and overall quality of work suffer because they are so exhausted and stressed.	higher pay, better benefits, 4 day work week. Cost of living is demoralizing and stressful, making many wonder if working at a UC for below market pay is worth it.
2/14/2023 14:09:20	I am extremely burned out and do not have the support I need to do my job. In addition, the fact that our "cost of living allowance" increase did not keep up with inflation is a giant insult and makes my personal live incredibly stressful. Basically, I have taken a pay cut to stay at my job because my salary went up 4% last year and inflation was much higher. This is incredibly insulting and frustrating and makes me feel completely unvalued. The UC never gave us a break during COVID, we were expected to work more than ever and the salary issue basically makes it worse. I feel exploited and am beginning to wonder how long I can stay at a job that doesn't respect me, value me, or care if my salary keeps up with the cost of living around me.	an actual COLA based on inflation for the past several years would go a long way toward improving my satisfaction at work.
2/14/2023 14:50:27	We are expected to work our days off when a Faculty member submits late request. We are talked to about getting the job done and it is not addressed to the PI for poor planning. On our Regular Day Off, we are emailed and expected to respond even though it is our day off. When a holiday lands on our day off, we are supposed to be given an alternative day off within that same week. Management does not accommodate for this due to being short staffed.	Working can be challenging when staff does not feel supported.
2/14/2023 14:57:26	The impact is that it lowers productivity and puts more strain on existing staff. It lowers morale as well. Thousands of dollars are spent in recruiting, training, and onboarding. Please pay in line with the job market or surrounding area!!!!	Please re-evaluate and pay in line with the job market or surrounding area (location). Of the 5,000 jobs posted - please see how many postings are in line with salaries in the 2023 market or actually more closely in line with jobs from 20 years ago? See if it matches the qualifications you ask for. It's hard to stay long-term if you use your whole paycheck on rent. This is the main reason why staff leave. Very simple.

2/14/2023 15:05:11	Staff morale is generally low. Some frustrations are - I work really hard, and I'm not sure anyone notices or cares (my salary is low for my geographic area and the spectrum of skills needed to do my job well). My strong work effort and high ratings on annual evaluations do not appear to do much to increase career opportunities or salary. I sometimes feel like, Why do I work so hard? No one cares and there is no reward for it. While there have been some incremental increases in salary recently, I still feel underpaid. When I tell friends (even those in education and other non-profits) my salary, they are shocked. Also, It is often unclear who to go to for support on things and this is made even worse by the consistent turnover. In other words, if I need an answer or clarification on something, how do I know who to ask, and how long will it take for a response? Additionally, the lack of career opportunities is significant, and also contributes to staff turnover. In the past year and a half, I have lost over half of my team, all of who were strong performers and had been with me for over 5 years, primarily b/c there were no opportunities for professional growth open to them and they didn't want to continue doing the same job for the same pay forever. This now means that I am overwhelmed with the tasks of recruiting, hiring, and training new staff (when we can even find them, it's hard to even get applicants these days). I think that UC needs a wake-up call in some ways. With so many (good) staff leaving, what does this say about our organization? It makes even those of us that stay, like myself, wonder what we're still doing here. In other industries, when a high-performing employee considers resigning or moving on, companies will say 'We value you, what can we do to make you stay?' I have NEVER heard anything like this in my 10 years with UC. It's always just like 'Ok, see ya!' I don't see much effort to retain valuable employees or recognize future potential of staff. I also feel like this has been the case for years and nothing has really changed, so I'm not very optimistic that anything will now. UC keeps doing the same thing and expecting a different result...and we know how that goes!	
2/14/2023 15:12:49	We have been understaffed for so long, and it only seems like the campus wants more from us. There are so many initiatives that they want us to handle/manage/lead, and my question is always "with what resources?" We don't have the manpower to continue to say "yes" to all of the requests we get. We can't innovate or offer new things because we are scrambling just to keep up with the current demand. Not to mention that our raises aren't really raises, as they aren't keeping up with inflation. That leaves me frustrated by the volume of work I have, and worried about how I'm going to pay all of my bills, especially gas and electricity, which have gone up 200% I want to be excited about projects I'm working on, but it's hard to do so when I see the workload continually increasing with no support and no compensation. There are so many things that I'm responsible for that I'm afraid to make mistakes because there is just too much. I feel overwhelmed, and see no way out. The only upside is that I can work remotely, going into the office when I need to, but not being required to be there a certain number of days per week. That flexibility has been the one thing that keeps me engaged, but after a while, that may not even be enough. I feel unable to continue to meet the increasing demands of my job successfully, and see no end in sight, as they have not indicated that they intend to hire more staff.	It seems like we have talked about this so many times in the past. Is anyone going to listen this time? We've been in this place for so long, and we've said that it's a problem, but are the Regents going to do anything? Are they going to address the fact that our "merit increases" are not keeping up with inflation? Are they going to address the fact that so many of us are doing 3 jobs, and expected to continue to add to our plates? Will they care when more people walk away and none of the work gets done at all?

2/14/2023 15:15:42	I left one position, but there were many factors including burnout, discrimination, a toxic work environment, and poor/offensive administration. The current position I am in is better, but we are struggling with greater work loads and less funding to support the work. One of my greatest challenges is finding additional sources of funding to continue doing the work we do or having to reduce our capacity of accomplishments due to an increase in costs and the inability to fund additional persons.	On my last review, in my previous position, I was told I was meeting expectations, but that I needed to be careful not to burn out. If I am meeting expectations and burning out, and my reviewer can see that, how am I supposed to not burnout but meet expectations? Also, how am I at fault for my burn out if I am meeting expectations? Admittedly I left that position and now work at a different campus, but my staff and I are continuously expected to do more with less, or at least do what we did before with less. Doesn't make much sense.
2/14/2023 15:46:36	We've lost two really amazing staff (out of a group of only about 12) in the last year, and we were already understaffed for the amount of students we work with. Now we're all struggling just to stay afloat. We've had to severely cut back on meeting with students for more than brief questions because we just don't have the time. Instead of providing in-person training on the technology we loan out, I send them tutorials and hope for the best. Instead of setting up hour-long meetings with them like we did before the pandemic, we primarily communicate over email. Our staff used to know students by face and name, but not anymore. Mistakes are being made because we just can't keep up, and those mistakes impact students the most and open up the university to liability. But at some point you just have to stop caring about the stuff slipping through the cracks because otherwise you'll burn out. We almost lost another person last year who was barely making enough to afford the area. It's extremely demoralizing, and it's a problem that isn't going to just disappear. Real changes need to be implemented if the university wants to continue to exist as a quality institution, because right now I wouldn't recommend any high school student come here for their education. I have a sibling that attended CSU Fullerton, and that offered her a quality education for a fraction of the cost, plus they handled issues like the pandemic with much more grace than [campus] did.	I work with disabled students, and the work we do is federally mandated. But the university refuses to resource and fund us properly all the while dumping work on us that should be the responsibility of the university as a whole. Admin abuses our commitment to our students, knowing that we will "make it work" to our own detriment as long as the alternative is a student being negatively impacted, and no effort is made to foster a larger campus environment of acceptance and inclusivity that would make our work easier because we wouldn't be spending all day every day fighting with faculty who are ignorant of anything disability- or ADA-related and believe accommodating disabled students is optional.
2/14/2023 15:58:41	Being understaffed and overwhelmed with additional workload, feeling underpaid, unappreciated for my loyalty, hard work and commitment has been very stressful and taken both a physical and mental toll. I definitely feel burned out, my health has suffered as a result. My staff consistently express being underpaid, burdened financially and stressed. We have have had difficulty attracting new applicants, lost great candidates due to low salary offers, difficulty keeping newly onboarded/trained employees as well as keeping senior employees. This has created monetary loss to our program making it less effective as well as created fiscal loss to the UC.	It would be nice to not just hear leadership acknowledge the above hardships (talk the talk) but also (walk the walk) and not take salary increases when staff do not receive merit or market increases. Also, market rate adjustments are outdated before they even go into effect. Transparency with how market rates are determined because our rates are always lower than others per our own first hand knowledge locally.

I have noticed that those that I work with in the UC system in terms of employees have too many assigned tasks, and not enough training. This means that there is a lot of work that is not getting done that is needed to keep things moving, or the work that is getting done is not done well and has lots of errors or issues. There is minimal cross training as there is no time to cross train. So when someone gets burned out and takes a break or leaves, the work piles up, or falls to someone that doesn't know what to do, that already has enough work on their plate for multiple people or falls to an administrator or faculty that are losing time and energy that could have been spent furthering their teaching, research, and service mission that is supposed to be the primary focus. The administrative burden is then exacerbated by faculty (rightfully) complaining about work not getting done, or getting done poorly, or with mistakes. This then means that the employee that is working hard to keep things afloat get's called out for the errors or delays that would have otherwise been avoided if additional staffing and support had been in place.

We have heard that our campus has been growing and continues to grow, but it is clear that the staffing has fallen well behind what is needed to support the students, teaching, and research. Further, it seems that cuts to the budget are often easiest with unrepresented staff. These cuts are never rectified leaving gaping holes in support.

Due to the bureaucracy required for the checks and balances needed to ensure that California tax payers' money is well spent, means that if there are any departments that are struggling, it is going to have a ripple effect across campus.

It seems as though staff have done a tremendous job keeping the system limping along, but behind the scenes it is not functioning as needed, and this is going to cause significant issues if it is not addressed soon. A personal example of this is my email account. I am a hard working, responsible employee, and I like to keep my email box empty, filing as needed. As a manager, I currently have 7454 emails that have not been properly addressed and this number is continuing to grow as we limp along understaffed.

This means that there are crucial tasks that are not being done in my department, though they are required by policy. To date, our department has been relatively lucky that the crucial tasks have not caused significant issues, but all it takes is one incident or issue and then it will be clearly apparent that much is not getting done, and this will likely fall on me as the manager.

[I know I wrote a lot here, and when presented to those that need to hear it, will be too much. Please feel free to piece apart this statement as needed to better support this endeavor as it is greatly appreciated and greatly needed]

2/14/2023
16:05:26

2/14/2023 17:43:56	Our office is normally staffed at 10 people, so if any one person is unable to work, this results in an additional 10% of shared work for all staff if it's evenly distributed (which it often is not). Many times this also results in things falling through the cracks. Last Spring, our staff was down to 6 staff members (4 full time, 1 half time, 1 full-time temp). It was insane the amount of work needed to keep us going as an office (i.e. minimally functioning). One of those staff members got so overworked, he abruptly announced he was quitting at a staff meeting, without first talking to any of our directors. He was convinced to come back the following week, but it is evidence of how much pressure we all had to deal with. Only recently have we gotten to full-time staffing, but it has taken an additional 3 months for new staff to get trained so we feel like we can all independently do our work. There is no space to consider new, innovative projects, to-do items get pushed down the list for weeks and months, and in the end, the people who suffer are our students, whom we serve. Even now with a full 10 person staff, when new projects come up, nobody feels they have capacity to be able to take them on. For me, personally, in my 10 years at [campus], the time I had the most costly mistakes in my work was about a year and a half ago when I was staying up until 2am trying to finish projects, and I made multiple mistakes that ended up costing our department thousands of dollars. I am normally a person who is extremely meticulous and careful. But when there's too much work to do, and I feel rushed to complete the tasks, I am unable to maintain my high level of work product. I feel our office would be even better positioned if we had an office of 12-15 to adequately run our programs and allow everyone good work-life balance. I love the team I work with and I feel we really pull together to help each other out when needs arise. I can just tell there isn't as much spark these days because of overwork and burnout. I hope we can get back there soon.	
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		In addition to dealing with burnout, the change to return to office plans increasing the required number of days in office only exacerbates the issues relating to morale and productivity. In office days adds roughly 4.5 hours of unpaid work to my day (commute/in car time, testing, getting ready etc). Many staff have complained about struggles with sleep in general and it is reasonable to conclude that this will only get worse with more time in office. The UC system has an opportunity to provide their employees some relief by allowing for more remote work when possible. Expanding fully remote work options would benefit employees, but it is also one avenue where we could easily help combat climate change and shrink our carbon footprint. The COVID-19 pandemic has been a traumatic experience, for some more than others. Not being given the time to process this and rushing a "return to normal" even when the pandemic is still present is a challenge to employee mental health and physical wellbeing. Numbers are on the lower side now thankfully, but when numbers were on the rise in December 2022 there were no
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		" 'Getting it a second time is almost like you're trying your chance again with Russian roulette,' Ziyad Al-Aly, MD, study author and chief of research and development at the VA St. Louis Health Care System, told The Washington Post. 'You may have dodged a bullet the first time, but each time you get the infection you are trying your luck again.' Dr. Al-Aly is also a clinical epidemiologist at Washington University in St. Louis. " 'The dramatic rise in heart attacks during the pandemic has reversed what was a prior decade long steady improvement in cardiac deaths,' said Dr. Yee Hui Yeo, first author of the study and a Cedars-Sinai physician-scientist. 'We are still learning the many ways by which COVID-19 affects the body, regardless of age, gender, ethnicity or race.' ...By the second year of the pandemic, the dramatic increases in heart attacks blew apart the models used to predict how many people would lose their lives to these events. Fatal heart attacks among adults ages 25-44 soared 29.9% over what was predicted. Deaths from heart attack climbed by 19.6% for adults ages 45-64 and by 13.7% for ages 65 and older. " My wish is that UC reconsider their stance regarding required in office days. It feels like we are being backed into a corner making the decision between career and the well being of our families, for reasons that are simply not necessary.
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2/15/2023 10:06:59	My experience as a staff member has been tainted by the chronic understaffing issues due to staff turnover or lack of funding to provide much needed staff support. I find myself working weekends, nights many times to 1 or 2 am only to start over again at 7am to meet the MANY CRITICAL deadlines my position has. If these deadlines are not met, it trickles down to scheduling which in turn affects faculty and students; to requesting the much-needed funding to continue to offer the seats needed for our majors. Work and personal life balance is non-existent, in my experience, as my personal life does not take a back seat but is not even in the same car as my work. This in turn causes additional stress on my familial relationships and myself. My mental health has greatly suffered as I do not feel valued, supported, or even seen/heard. I recently had to start personal counseling to discuss my work stress and get insights on how to handle this overwhelming challenge. I've learned that I need to establish clear boundaries and work hard within my 8-5 to accomplish as much as I possibly can but that I need to disconnect after 5 and during weekends. My physical health has also been affected and deteriorated as I don't have time to make doctor's appointments and take time off to take care of issues when they start. I currently have approximately 300 sick time hours available on the books and 200 vacation hours because I cannot take time off. Staff at [campus] is NOT valued and we truly are the backbones of the institution. Without staff faculty cannot teach and students cannot meet their educational goals. We are the ones working 60–80-hour weeks to make sure students can continue their educational journey. This MUST change and it must change ASAP as this is not sustainable. We have realized that we are serving as a band aid to cover the gaps and enabling this toxic staff treatment to continue at our own expense. I write this with the hope that UCOP and management see the problems affecting staff and work quickly and diligently to provide more staff support as soon as possible.	
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2/15/2023 11:41:58	The impact this reductions on staff is very hard for us to keep up. The paperwork the classes the scope of work and the supervisors requiring to meet the quota and when it evaluations time they do not keep that in consideration. We are not just over worked but not even compensated and we have taken on other work duties. We had an administrative staff now we do that work plus our own work. The hours are 8 a day and they provide you with it takes this long to do this and this to do that sure if we had all the tools and staff to get it done. We are our own administrator, print our own materials order our supplies book and do all of our needs plus still go out and teach the lessons and oh we have zoom calls oh trainings and recruiter and do outreach and respond to phone calls and emails. Plus staff meetings talk about over worked. And yes blessings that we have a job. But at what cause. And the supervisors are not looking to help they are just complying with requirements and policies. I have been working with UCCE for over 35 years. My supervisors before thought be very well. They where mentors and wanted you to grow and advocated for us and listen to our feedback and try to work with us and also provide the information to the state. This new approach and technology they do not care that the job they don't even try they avoid the subject and say oh I'll see what I could do and they don't even try or do anything it's this is what it is. And when it's evaluation time oh yeah this are the numbers you had to reach we just got them a month before the evaluation and expect you to meet them when the year started in October. Well that is what was told to me they said and that is the end of it. Over worked unrepresented under pay. Yes we just got a living adjustment but then the job duties increased because of the salary what does that do for us puts us back to over worked and burn out. That is why people leave and if I don't leave it's maybe because I am closed to retirement. But I have too put up with it counting my days week's months hours. I don't think is very productive and good for my health but we stay. And we see others come and go. And we who are not advisors train the new advisors provide them the information and support them until they understand the program and are able to run the program and we don't get the short from them. And I say this because we had been with out an advisor with out a supervisor for a few years and manage the program very well. And survived and we get a supervisor who comes and adds more to our plate then an advisor with more when we had handle it and know very well how the program is run and you say Thais is how they want it . Training needs to happen at the top not at the bottom. Policies are in place but it's for who to protect who.	We use to have 2 supervisors 2 administrators 12 staff and one advisor. Now we have 4 staff one supervisor one advisor and numbers have increased the work load has increased it the staff has shrunk. And there is no job advancement same position more responsibilities. There is no growth or advancement.
2/15/2023 14:59:14	People would move on, leaving teams stranded with a copious amount of work because the hiring process would take ages, and the employee wouldn't be replaced for months. Almost every team does this, but most people who take on extra work aren't properly compensated. They are made to feel like this is just something we have to do... as a team.. and that it's temporary. But temporary could mean many months. Not enough energy goes into training employees and integrating them properly. This goes for managers as well. Managers need to be trained before they assume the role. Some people are good workers and know the job inside and out, but that doesn't mean they are fit, or have the skills necessary to manage people. I've seen many colleagues move on because they could not stand another day working with their managers, despite generally liking what they do.	

2/15/2023 15:56:52	Impact on me: I am mentally and physically exhausted. I have been stressed out for so long, it is starting to have long term affects on my health and personality. I have no personal life, I cannot enjoy reading or my hobbies because I have no free time and I often have to work until 8pm, 9pm, 10pm just to get the volume of things done that I have. Impact on dept: we are missing deadlines, important things are falling through the cracks since I cannot reasonably respond to the 150+ new emails a day that need my attention while also being required to attend anywhere from 1-8 hours of Zoom meetings a day (on average 5-6 hours per day).	Every time I hear of a new task force, project, initiative, etc. I always ask about increased staffing to take on these tasks, and that is met with a response of "no additional staff should be needed." See the "Should" word makes it seem like reason is being dismissed because we all know every new project we have to take on is ON TOP OF our regular work. So we are literally being told that we have to deal with the extra work because they did not think about budgeting a new FTE for project management. For example, we have a Time-To-Degree taskforce for our undergrad degrees. There are monthly meetings to attend, bi-weekly dept meetings to attend, pulling data for meetings, drafting emails/ notices/ reports. This takes several hours per week. So a "simple" taskforce to focus on TTD now adds 10-15 hours per work on top of the regular work I then have to do. And it's not like we can say we are not participating since it is a mandate from UCOP, so now we are burdened with extra work.
2/15/2023 18:22:50	The Great Resignation's impact on Department Managers is increased anxiety. The mental health of the campus' most senior administrators is at risk with the lack of staffing support in all units. The volume of administrative work is overwhelming, not to mention complex and time-consuming. Solving problems for faculty and academic department in such a problematic climate is stressful and frustrating. Without adequate help, all of the issues compound, building up the stress and causing disengagement because it is possible to complete everything needed. Administrators are expected to pull off miracles and be heroic daily, which is not sustainable or acceptable working conditions. In addition, Department Managers have the stress of fear of losing any existing staff who will leave Dept. Chairs and faculty at risk for complete chaos should any administrative vacancy occur. Dept. Chairs need the help they require, but Department Managers are too busy with operational processing and cannot delegate tasks to take on more advanced work, so they are left to do entry-level tasks and disappoint the Dept. Chair or overwork themselves to illness. The UCs need to provide funding resources to Schools for more centralized support staff of more staff in all academic units. The current working environment needs to be healthier. We need help! Higher compensation rates for competitive salaries can attract strong applicants and better hybrid or remote work options for academic positions. Managers are currently suffering, but with healthy, capable managers with a balanced workload, academic units will be able to thrive, positively impacting Schools and strengthening the Universities.	Staff are important. Mangers need help. Funding is needed at the administrative levels!
2/15/2023 18:46:05	low morale, many highly quality employees resigned, low motivation, less than par service to students due to poor management by [name redacted]	the work environment here is so dysfunctional. [name redacted] unfortunately does not know how to manage people. she is great at work on her own, strategic planning, but has ineffective interpersonal and leadership skills.

2/16/2023 10:33:46	No work life balance! Understaffed, didn't replace a full time position. Injured on the job three times since the pandemic started. I still have lasting problems from my first injury and I'm afraid of the new management positions on employees with limitations, disabilities, micromanagement, and intimidation tactics.	The department doesn't care about our mission and the people at the bottom. They have many new positions and new hires at the top.
2/16/2023 11:58:06	My department has a serious turnover issue mainly due to overly demanding leadership. As a result, we continually have to readjust and redistribute responsibilities. We are all handling numerous projects and are constantly being asked about their progress and pushed to deliver more. There are multiple job postings for this department that have been seeking applicants for many months. The lack of qualified applicants is surely due to word getting out about the terrible culture here.	Campuses need to closely evaluate the leadership in departments with high turnover instead of turning a blind eye.
2/16/2023 12:04:51	The underwhelming feeling that you have to keep waiting to have a system and processes working at the very lowest standard level due to the inability to keep employees at UC. I have very little intention to leave my post, but I can't very well encourage others to stay when the systems they need to work within are strained, collaboration is low due to burnout and limited capacity of other departments, and little to no joy or uplifting mediation is presented by administration to ease the stress from these circumstances.	Expectations for one job per person needs to be established. Some positions are still a mix of 3 jobs from the last economic push in 2008, and those positions need to be rehired so those that commit to working at UC can concentrate on their areas of expertise without burnout.
2/16/2023 15:06:08	self: stress, medical issues, lack of passion / department: high turnover, abundance of work for those who remain in department, errors	We are paid extremely low compared to other educational professions. My partner is a teacher and has a BA and Master's degree like myself and is actually acknowledged in salary for it -- making 115,000 a year. where I made half that last year and I have been in higher ed just as long

2/17/2023 15:39:13	My department was understaffed, beginning in 2020, until only recently in the Fall of 2022. Compounded by the hiring freeze, I was expected to take on one of my supervisees positions (though significantly pared down) for a \$500 STAR award (pre-tax) for two years. It took continuous questioning and advocacy to get any transparency on whether the roles would be filled or other support be made available. Ultimately that program was canceled, but a stipend was never approved for myself and my counterpart, nor was that salary saving ever put toward a different kind of student support (or staff salary). We also had several vacancies due to various medical leaves, and it was such a laborious process to get a temporary hire (including an almost empty temp pool), as well as questions about having the fiscal resources for a temporary hire, that my team was overworked for multiple years in a row. The overall burnout in my unit was so prevalent it created a toxic work environment, where my supervisees felt underappreciated and underpaid, and because our unit was unable to get more staffing, money, or anything from above us, it created a hostile environment between my team and upper administration. Navigating the hostility as a mid-level manager created a huge amount of stress and anxiety for myself. The intensity of that stress caused physical and emotional distress for several months, for which I needed to seek counseling and chiropractic treatment. Repeatedly, employees in departments similar to mine, are called to "help" fill staffing gaps. Very rarely do folks receive any kind of stipend for the doubling of workload. We are often cited that "more work doesn't equal increased complexity of work", so a stipend is not an option. This policy negates how balancing an increased workload does increase complexity of work, and is used repeatedly to save money for the unit and institution at the cost of staff morale and health.	[campus] staff, particularly in Student Affairs units, are NOTABLY underpaid. The increases do not match the cost of living, and there has been over a year delay on a salary equity review for the Student Affairs units, despite all faculty and Academic units receiving their sizable equity increase, over a year to two years prior. When Student Affairs units advocate for the review to be expedited, warnings to "not annoy" the responsible unit are given. It is understandable that there are staff shortages in this unit; however, this is a gross inequity for the livelihood of staff and should be addressed appropriately, instead of dismissively. Several employees working in Student Affairs have shared that they worry about whether their salary allows them to live in [campus location], and whether they need to pick up additional jobs to make ends meet.
2/21/2023 10:17:15	Due to turnover during the past four years, I have picked up job responsibilities for approximately three staff positions across the School. During that same time, one of my two staff support positions was eliminated with no promise of returning the FTE line. On top of that, the importance of that position's job has compounded, including the rise in social media importance and event support due to the increase in live events after the pandemic. The worst part is that when asked what we can eliminate for the staff workload to become reasonable, there is nothing. We are one of the most understaffed Schools and areas on campus due to the nature of our work. And we are public-facing, which is unique to our School, and a burden, unlike the other areas on campus.	Just a frustration. Many central units need to support the Schools and their students. I would like to see an audit of responsibilities for these units - that often come to us to do their work instead of them supporting us - to see if those units are actually staff heavy. I know I am not alone in this frustration. It is pervasive across the schools, especially when discussing things like the office for staff engagement. What would engage the staff is more support - not a contest to win a gift card.

2/21/2023 11:34:08	We do not have staff to meet the needs of our communities and are passing on opportunities to serve our communities, schools and families. We cannot retain the good employees we have due to low wages that are not competitive with our partner agencies. We cannot hire educated and trained employees to meet our position descriptions because the salary offers are significantly lower than other jobs available to those who have these skills and education we look for. Retention cannot be attained without meaningful merit increases and competitive wages. There are also very limited promotional opportunities which leads to employees leaving to find those elsewhere.	As a supervisor, I myself am underpaid. Supervisors in California should be making double the minimum wage which is not happening. I have been with the UC since 2016 for reference and turnover has always been high, but never as bad as it has been since 2020. We have positions that have been vacant since 2021 that still have not been filled. We have had applicants and candidates and selected those to hire, but due to low salary offers they withdrawal and do not accept the offers. Competitors will offer more than we can pay. I am experiencing extreme burnout and so is my team. We cannot keep up with our workloads when our department is 50% staffed. My time as a supervisor should be spent on supervision and management of the program, but due to not having staff I have had to cover others workloads and work below my scope of work. So has the supervisor who works under me. We are burnt out and no end in site. We are all looking at other job opportunities. My staff have to work second jobs because the UC ANR full-time wages are not enough to support themselves and their families. We will continue to lose VALUABLE employees if we do not change this. In my 7 years with the UC I have seen many hard-working, valuable, dependable and amazing staff, supervisors, advisors leave to receive better pay. This is not sustainable and we will continue to have thousands of vacancies unless something changes system wide. At this time I would not recommend anyone to come to work for the UC unless they are ok with these low wages.
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2/21/2023 11:52:54	At our [location] office, we've had trouble hiring new staff for years because the pay is so low, very few qualified applicants apply. The staff we have as-is are stretched thin across CalFresh sites to the point where time and creativity in implementing PSE changes are severely limited, most time is spent just keeping afloat delivering outdated nutrition lessons. Supervisors and advisor are practically useless when it comes to employee morale because they have no say in how much staff are paid, and they act ambivalent at best as they are salaried instead of hourly workers. Even so, their salaries are nearly \$100,000 lower than our head county extension agent. Hourly workers are also not eligible for overtime pay. I have been in this position for just over a year and have been looking for another job for months that meets exactly what I'm looking for in terms of pay and scope of work. I am starting to feel burnout because I've been pushing up against a wall of wanting to facilitate more system-level work across sites and being told it's not possible or not given the resources and support to enact it. For a year I've gone back and forth on whether this is just the nature of [Location] as a system or if it's problems within my county office. I still don't know. But county extension offices are so far removed from each other that it's difficult to have any sort of solidarity or collaboration to improve work conditions and morale among community education specialists. Bottom line, [location] is seeing problems with employee burnout and retention? Pay people a living wage that allows them to enjoy life outside work and plan for the future. Because otherwise my future does not include seeking other positions within [location].	
2/21/2023 16:11:36	We are severely understaff and can't meet the needs of the community. Because we are understaff we are not showing data growth, and our funding is being threaten. I interview candidates but they won't accept our low wage offers. I have current employees that are having to work another job to make ends meet. I have to beg people to apply for our positions and basically assist them with filling out an application. I have noticed a huge decline in qualified candidates. This job ask a lot from a person, it takes a year to learn it, and that was with qualified candidates. My current staff have talked about walk outs on a regular basis. There is so much attitude from staff, and new hires about work schedules and at times ridiculous job demands. I can't have a staff meeting were wage isn't talked about it. I have staff that are mad about filling out EPARs and being asked to go above and beyond and [location] doesn't give them their performance increases (cost of living IS NOT Performance!!). Cost of Living is you being paid equitably for the job, performance increase is being rewarded for the work you do. The stress this is putting on Supervisors is affecting our physical and mental health and we are not even making the State Minimum Wage for our salaried positions. I have had supervisors in other counties talking about burnout, and being upset on calls because they can't hire the candidates they want because of wage. I am not only doing my job as a supervisor but I am covering three counties of vacant positions too. I am watching people highly qualified, knowledge people that I love learning and working with leave because of issues with the UC, wage being number 1.	I have reached out to my superiors about wages, especially salaried/supervisors not making the state minimum wage and the response I got from Bethanie Brown is, "[location] is aware of the matter, but no efforts are being made at this time, as they are waiting on guidance from the UC" What kind of bullshit is that. University of California, Salaried/Supervisors (exempt employees) are not making the STATE Minimum WAGE for their jobs and no one cares to change it.

2/21/2023 17:13:30	My department was downsized and reorganized about a year after I came to work for UC. Since then, several people have left, and most of them were never replaced. So their work got added to the workloads of the people who are still here. It's gotten increasingly worse over the past 3 to 4 years, as a few people retired earlier than they had planned because they were tired of the poor management and lack of leadership. We still continue to receive the same amount of work, but have roughly half the people needed to complete it in a timely and accurate manner. Whenever we ask to fill our vacant positions, we are told by higher-ups to use contractors and/or outsourcing companies. But that often adds extra work to our plate, as we have to check the contractors' work for quality and perform project management duties such as invoicing. All of this has resulted in my job tasks being changed over the past few years to something more stressful and considerably less interesting than it was when I first got this job. But no one in this organization seems to care about that. There also seems to be a disconnect in this organization between the budget department and leadership — the former are the ones making it difficult for us to fill vacant positions, while the latter has said in the past that they appreciate our work. The fact our department has been understaffed for so many years now makes me think that we are just not valued by our organization.	Thank you for soliciting our feedback.
2/22/2023 10:49:06	A challenging time indeed. Prior to the pandemic, I was severely burnt out due to expanding responsibilities and the endless uphill climb of dealing with the same problems every month, every year. The ability to work from home for 1.5 years relieved some of the stress because I did not have to commute. Now that we are back on campus, the familiar stresses of politics, lack of support, too much work and declining morale are depleting my strength.	At a recent gathering of colleagues, almost all of them mentioned that they are seeking other jobs. I suspect that I will also be seeking another position soon. The flood of talent and knowledge leaving our campus should strike fear into the hearts of those in charge.
2/24/2023 15:50:43	Management has had a bungled approach to remote/hybrid work, and as a result forced two of the most valuable employees of an already skeleton IT crew to leave. As a result I can devote little time to the work I think I'm supposed to be doing, instead I'm assisting the contracted system admins, fighting fires and trying to debug legacy apps that I know little about. I'm trying to figure out how to retire as soon as possible and, barring that, transferring to another position at UC or with the State that has more flexible work times/locations and has a more limited scope so that I/what's left of my team isn't blamed for not responding to a constant stream of tickets.	

3/1/2023 12:38:37	Personally - Tired, problem concentrating, increased stress, less patience, animosity towards other staff who may not be working as much as I am. Department - imbalance of work leads to divide amongst staff. Communication breaks down. Productivity suffers.	One thing I don't believe is discussed enough is accountability. While having additional staff can help with workload, inefficiencies in a department will hinder success no matter how many people there are. Employees and managers must be held accountable for their work. Individual contributors must do their jobs and managers must be ready to have tough conversations with those who aren't completing tasks or carrying their weight. During the pandemic, it became very apparent who was working and who wasn't. This shed light on historical inequalities in the distribution of work and laid bare inefficiencies. Departments who addressed these inefficiencies, embraced the "next person up" mentality, had each other's backs, and pitched in to ensure that work was more evenly distributed thrived. Managers must also be held accountable for leading their teams. They must put the team first, not themselves, and create a culture where there are back-ups in the office so staff can take time off without coming back to hundreds or thousands of emails. There also needs to be a mechanism for 360 feedback. Little is done each year in response to Staff@work survey results, thus those staff who report areas where their managers can improve begin to feel unheard, uncared for, and disengaged.
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3/2/2023 8:55:20	The impact of these challenges on my department have been numerous. For a long time, I feel as though we've been forced to do more with less. Even when we're "fully staffed" as college advisors, we're still dealing with such a large student population that we really truly can't serve students in the ways we'd like. Due to the administrative load and higher numbers of severe student cases, the sad truth is we have less time to meet with and support the more average students at the university. This alone contributes to burnout, because students get frustrated, and we're also frustrated that we can't support students in the way we want or feel they deserve. Combined with the serious cost of living issues, and intransigent bureaucratic issues such as class availability, parking (including staff having to pay for parking), and hiring roadblocks, it truly feels like the university is not setting up staff for success, and doesn't seem to care. The cost of living issues are significant enough to mention twice. Even the university's attempt at affordable housing in downtown is laughable- a 317 square foot studio apartment for \$2,000 is hardly affordable on our staff salaries. Even as a senior advisor and accounting for the recent equity raise, this would still be more than half my monthly salary. These issues are hardly unique, and as a result, I've nearly all of the colleagues I started with 5 years ago leave the university. This turnover has a significant cost in terms of time spent dealing with CBO for posting and hiring for new positions, time spent interviewing and training, ultimately to have this new employee leave in 1-2 years. Losing people in this manner has also been terrible for morale. It's also just inefficient from a human resources and management perspective. It's not just the turnover in my department that impacts me, it's the turnover in other department, like Admissions, ATS, academic departments, and more. Whenever I raise these points or hear others do so, I tend to hear this response, "But your total compensation with benefits is over..." Benefits at the university are great, and I'm very satisfied with my health care coverage, but on the same note, you really can't pay your rent or other bills with benefits. I think the cost of living issue is the single largest issue the university is facing regarding retention and burnout. A close second is the constantly growing student population while staffing numbers have mostly been stagnant. I'd like to take even more time to describe these challenges and issues, but the truth is, I have a mountain of work to get through, as usual, so I really can't spend any more time on this survey. I appreciate you taking stock of this, but I fear that no real or meaningful action is going to be taken. I feel like a broken record every time I'm asked this question.	
3/8/2023 11:49:00	One major stressor for our department is how things get paid for. Our AVP at UCI DCP forces small groups to do these planning meeting (Gallup goal for our unit) and gives a punishing low budget (\$150 to feed 16 people AND have an activity). Then she does not outline HOW operationally this will get paid for and is intentionally vague. We have to go on a scavenger hunt for payment followed by another for reimbursement. She has been told to spell out how things get paid for.....she does not. People are uncomfortable using their own credit cards and then getting reimbursed. Our AVP will step in, (finally) and use her own card but only at the bitter end...when forced to do so. This is not Ok!!! Some people do not want to get a university AMEX. Staff should NOT have to pull out their	

	personal credit cards to pay for work related programming and it needs to be crystal clear how things will get paid.	
3/8/2023 13:06:22	When "you" try to set up boundaries to create a "livable" work schedule, or choose remote option, you are penalized with review "performance" rating reduction. I am only viewed as an outstanding employee if I am working 15 hour days and/or take on projects which make the department "look good?" Navigating the politics/biases is infuriating to say the least.	Keep up the excellent work.
3/9/2023 17:39:51	We have turnover in our unit because of lower pay than other divisions on campus and other UC campuses or equivalent jobs in the private sector. Our salaries do not keep up with the cost of living in our community.[campus location] is one of the most expensive places to live in the country but we are categorized by UCOP as a rural area. This is obviously not accurate as we are right next to the silicon valley which drives up housing costs and competition in the job market. Then came the implementation of UCPATH, a total mess, and brought a lot more work to our unit. We were given work that the academic payroll/personnel staff in our division had done previously on top of our already challenging workload. Then came COVID, fires, retirements, and people leaving for better paying jobs. The recruitment to replace these positions took much longer than prior recruitments due to the Great Resignation and our non-competitive wages. We had to resort to hiring fully remote staff in order to attract more applicants. Now 99% of my team works fully remote. These recruitments were to replace staff who had left. However, we had already been understaffed for years, prior to UCPATH implementation. We have finally been able to add couple more positions but will need to continue to add positions as our workload continues to increase as more faculty are hired and more research funds are awarded. We are only just now finally getting closer to a sustainable workload. My staff and myself have been very overworked for at least the past 6 years and even more so for the last 3 years with UCPATH, COVID, fires, turnover in addition to an already increasing workload. We are very burnt out and it has definitely affected staff health and happiness. My staff works extremely hard and I am strong advocate for them but I too get exhausted of continually having to fight for a sane workload over the past 6 plus years. Particularly with UCPATH, it was and continues to be such a struggle to explain repeatedly the implications of the new system and new work processes on our unit. Unfortunately, you have to advocate constantly otherwise people will continue to throw more work your way. And if you try to continually keep up with the increasing workload by working longer hours to meet all of the demands then you are covering up the issue of needing more staff and adversely affecting your health and your time with family and friends outside of work. It is nearly impossible to live a balanced, healthy life for you and your family under this continual stress and crisis management. I have been continually triaging my work for the past 3 plus years now as have my staff because there are so many priorities and demands and not enough time to get the work done that we can't possible get to every request. It really does feel like unfortunately the UC system takes advantage of dedicated, good hearted people who just want to do their best to meet the needs of the job but instead get overworked and underpaid. We need action, not lip service. More staff and more pay ASAP equals valued employees, it's that simple.	

3/12/2023 17:53:46	Not having enough staff has lead to mistakes not getting caught for months, transfers of expense on extramural funds are not done in a timely manner, and the unit is always in defensive mode and putting out fires as this arise versus being able to be proactive and prevent these urgent issue from happening. The unit I work for has manual processes which takes much more time and is not efficient, and on top of that the workload is unrelenting. My manger is carrying a very high workload also which takes away from them being able to effectively manage the unit. If I take time off it's challenging coming back to a pile of emails and work. There is no catching up. It's just managing the tasks as best you can and pushing off what doesn't have to be done today, to tomorrow. Working in these conditions for months on end with no relief in sight is demoralizing. There is no "reward" for putting in more hours and I refuse to do that. Working more hours and trying to piece things together just makes things worse as there are no consequences. As student enrollment has increased, so has faculty, but staff has not grown. These working conditions are not sustainable. An investment in more staff is crucial in order to meet the UC mission.	
3/13/2023 15:16:11	Abusive management lead to loss of vital staff members, burnout, and people unhappy and unproductive	This burnout is not just because of being overworked, there is the issues of hiring under qualified leaders who are not trained in management, so they become abusive (according the UCOP bullying handbook) to the staff. Then when the staff seek guidance and help from H.R., Ombuds, and ELR they are not taken seriously. There is also a lack of UCOP policies not being followed. There is absolutely no accountability. So staff has no choice but to quit.
3/15/2023 12:13:23	My department went from 8 full time staff members to 3. Though we have had an increase in demand for service and we are doing our best, there are inevitable reductions in service quality and things we no longer do.	