

UC Santa Cruz Principles for Adapting Workloads during Budget Realignment

In our current context of budget realignment, we recognize the concerns with staffing and workload that are emerging as reductions are implemented to help us meet our fiscal goals. The principles set forth in this document are intended to support staff, maximize efficiency, and help us continue to meet our campus mission as we adapt our workloads and work collaboratively across units.

1. Recognize that adjusting workloads may be necessary when staffing levels are reduced.
 - a. The principle of adapting workloads can make sense in the abstract, but the application can be difficult when specific issues come up.
 - b. Speak openly about the need to adapt workloads and address this philosophy directly.
2. Balance workloads in ways that prioritize our mission and aspirations.
 - a. Carefully consider what functions are aligned with our campus goals and which may be less impactful.
 - b. Unit leaders are responsible for setting the vision for each unit and ensuring that priorities are set appropriately and adjusted as conditions change.
 - c. Provide channels for employees at all levels to offer input about approaches and process changes that can streamline work and improve efficiency. Improving processes can free up time to take advantage of strategic opportunities.
 - d. Work to streamline centralized processes to simplify and reduce reporting requirements.
3. Think and act like a team.
 - a. Taking on new work because another area needs to make a reduction is part of what it means to be a team.
 - b. Avoid thinking of these processes as “winning” or “losing.” We are all on the same team.
 - c. Lean into cross-unit collaboration. Work together to identify opportunities for resource sharing and joint initiatives to maximize efficiency.
4. Assume good intent and focus on how to accomplish the necessary tasks as a team.
 - a. Responsibilities may shift across units and some services may be curtailed. It is important to avoid the imputation of bad will to other units or leaders.
 - b. Avoid describing the workload reductions in other units using negative language.
5. Communicate effectively.

- a. Share plans for workload reductions with fellow leaders and those whose work may be affected as soon as you can and work collaboratively to help mitigate potential impacts.
- b. Be clear about areas of policy compliance that could be impacted and ensure that required work is not simply dropped.
- c. Be open to collaborating in new ways to manage reductions and work together in solutions-oriented ways.