

Date: 6/14/2023

To: Sherri Nelson, CAS; Jen Rea, CAS HR; Chris Meade, UO ELR; Brittany Jayne, UO ELR

From: SEIU 503 085

Re: **CAS reorganization: employee experience, concerns, and solutions**

This memo discusses the “CAS Reorg,” the centralization of College of Arts and Science department services to a shared services model, particularly consolidating business services into one hub (CBO) and combining departments into eight clusters (ASUs). From the stated business purpose of the reorganization to the implementation risks and mediations to the employee experience as of Spring of 2023, we, on behalf of the University’s classified employees, will attempt to clarify the difficulty of where we are and suggest next steps.

This memo is a product of data gathering from more than 10 one-on-one meeting that included representatives from the Officers of Administration, United Academics, Graduate Teaching Fellows Federation, SEIU 503 085 staff in the CAS CBO and ASUs. In addition, a survey to all CAS classified staff was sent out in April and received 53 responses including 42 narrative comments.

## **GOALS AND OUTCOME OF THE REORGANIZATION**

The stated goals of the reorganization of CAS comes from the Business Task Force Recommendations (2020) <https://vpfa.uoregon.edu/sites/vpfa2.uoregon.edu/files/2021-04/final-business-practices-task-force-memo-9-23-20.pdf> and from Update on Business Practices Project to Board of Trustees (2021) <https://vpfa.uoregon.edu/sites/vpfa2.uoregon.edu/files/2022-10/final-report-to-board-re-business-practices-project-2-28-22.pdf>)

Taken from the above documents, here is a summary of the rationale and goals behind the reorganization:

- significant efficiency savings
- consistent utilization of business best practices
- clearer and more consistent accountability structures for business service staff
- reduce communications and business risk
- professional training and development for staff could be streamlined and better delivered
- opportunities for advancement for professional staff
- staff can more easily collaborate on tough issues
- performance management of managers/staff would become standardized (rather than from rotating DH)

Here are risks to implementing the reorganization:

- matrixed reporting can be challenging from an accountability perspective
- this model could lead to staffing turnover
- negative impact on operations

And, relevant recommendations:

- develop clear accountability structure between shared services operations and client departments
- only add functions to any shared services organization that we can fully support well with this model
- have enough central staffing in place to set up additional training and review/oversight of transactional work

We recognize the advantages of consolidation and standardization, as long as the desired goals are actually realized. Based on the experience of those surveyed and interviewed within CAS, few of the stated goals have been realized. Unfortunately, the College has stepped backwards in service delivery and in job satisfaction due to the hasty execution and loss of resources (experienced employees), stemming largely from not following the implementation recommendations.

- Service delivery is less efficient and timely *“our faculty candidates and vendors are frustrated because they haven’t been paid,” “our Pls are clueless about their grant status as banner isn’t up-to-date,” “our lab equipment hasn’t been ordered,” “our travel request was never entered;”*
- business practices and processes are obscure to the end user *“help scout is a black box”* and, frequently, to the CBO staff *“we’re hemorrhaging staff and new folks don’t know the policies and procedures;”*
- accountability and authority flows are not clear *“I had more authority before my new manager role **because I knew what my authority was;**”*
- our risk of poor audit outcome is higher *“current filing process is dangerously chaotic with inappropriate charges. Grants will be in big trouble if there’s an audit;”*
- there’s no budget for training nor time for teambuilding *“there is no long-range plan for how to get time or money for essential staff development;”*
- staff have been promised reclassifications as a result of revised duties that largely haven’t materialized *“I’ve been working out-of-class but have so many different supervisors that I don’t have a knowledgeable champion to send the request to HR”* and *“as a manager, I’m taking on extra jobs while I’m waiting for reclasses to come through;”*
- accurate and up-to-date staff lists are not a priority *“I wish the vibe of the new org was such that we were comfortable talking to our own colleagues. I feel like I’m not supposed to. Make knowledge-share okay again;”*
- managers have been too swamped picking up necessary tasks to focus on annual reviews *“we’re all dealing with the ‘fire of the day’ and ignoring other necessary but postpone-able tasks.”*

The 53 staff responses to the quantitative survey resulted in the following findings\*\*:

- ◇ About half of the respondents worked in CAS for 5 years or less
- ◇ Three people gave feedback about why they left CAS after the reorganization
- ◇ Nineteen percent of the respondents (10) had worked at CAS for more than 10 years

- ◇ Sixty-one percent of respondents (31) reported providing a lower level of service since the reorg
- ◇ 38 people had heard parents, students, faculty, others mention a lower level of service
- ◇ Nine people reported improved faculty-staff relations, 80% reported no change
- ◇ Eight people felt their unit was fully and adequately staffed, 43 others (84%) were still lacking staff help
- ◇ Forty percent of respondents said their workload was the same as before, 51% said they had more work now
- ◇ Twenty-six people said they were promised reclasses. As of April, only six of those had come through
- ◇ Only 56% of people felt confident that they knew their current and official job description and only 35% were working within their official job description
- ◇ The majority of respondents had not received a performance appraisal within the last 12 months.
- ◇ A majority reported not feeling 'in the loop' about parts of the reorganization that affected them
- ◇ Eighty-two people felt that their supervisors heard and were aware of their concerns – but only half of those felt their supervisor had authority to help improve their concerns
- ◇ The majority of respondents had considered leaving CAS in the past year
- ◇ Fifty-six percent of people felt that conditions in CAS would stay the same or degrade over the next year.

\*\*not all 53 respondents answered all questions – see full charts in appendix 1, page 7.

The implementation of this reorganization suffered from a lack of clarity about workflows, lack of information about new position descriptions, perception of broken promises and lack of accountability – all of which resulted in a loss of institutional knowledge. This has created a cyclical problem where new people are being hired without accurate SOPs in place and with limited knowledgeable staff available to train them. Training and work processes and professional development opportunities have taken a back seat to desperate coverage of basic business and academic support functions. These issues were clarified via interviews with affected populations (staff, faculty, OA, GEs) and correspond with the issues highlighted from the summary of narrative comments from the April survey (a more detailed summary of issues can be found in appendix 2, page 14):

- 1) the transition was badly executed;
- 2) processes are confusing with many gaps;
- 3) employees feel overworked and underappreciated;
- 4) communication has not been a priority;
- 5) grief and disappointment over lost work environment and relationships; and
- 6) speculations about the future - both positive and negative.

**PROPOSED SOLUTIONS**

We all want the departments within CAS to be able to provide superior service while delivering excellent education. We want faculty, staff, managers and students to be united, with mutual respect, in this endeavor. We want clear communication and workflows, efficient and rapid business operations that effectively manage risk, and collaborative and cohesive teams who are clear about their work plans, responsibilities and long-term goals. Currently, we are not there. How can we get there? Everyone contacted was asked what solutions they would recommend to get CAS fully operational. Here is what was suggested (specifics can be found in appendix 3, page 23):

Area	Problem	Solution	Action	Timeline
CBO & ASU	Classified staff do not know if they are working within their job description	Ensure staff have current and accurate copies of their PDs	Survey and audit staff PDs and ensure accuracy. If not, refer to class and comp.	By Sept 1, all staff PDs have been reviewed for accuracy
CBO & ASU	Many employees report not having had a performance appraisal in the last 12 months	Ensure all staff are up-to-date on appraisals	Schedule annual performance appraisals, prioritizing those who have not had one recently	By Sept 1, audit schedule and schedule overdue appraisals
CBO & ASU	New OAs have unnecessary conflicts with staff	OAs should know the contract & basics about working in a union environment	Require training for new OAs	By Aug 15, develop an on-boarding plan that includes contract-specific training. Distribute resources to existing OAs now.
CBO	Essential business tasks aren't happening efficiently	Devote resources to CBO staffing	HR should prioritize hiring	Switch to this strategic priority now
CBO & ASU	Teams and communication are suffering	Intentional team building and prof. dev. opportunities	Give each ASU and the CBO a budget for these activities with a deadline for mandatory use	August 15 <sup>th</sup> deadline for using team building funds. Dec. 31 <sup>st</sup> for prof. dev.
ASU	Managers are working overtime to complete tasks not in staff PDs	Give more FTE to ASUs that request it	Survey Associate Directors and ask who needs more FTE	Develop plan and PDs for new hires now

<b>Area</b>	<b>Problem</b>	<b>Solution</b>	<b>Action</b>	<b>Timeline</b>
CBO	Staff are not being adequately trained & essential business is not happening efficiently	Devote resources and prioritize a training plan/central manual	Develop position-level SOPs based on BAO processes (found on website), distribute and train	SOPs delivered by September 1, dedicated hours in staff work plans for trainings
CBO & ASU	Employees are frustrated that reclass requests are stalled	Send reclass requests to central Class & Comp	Divert reclasses to central HR	All new reclass request move to class & comp now
CBO & ASU	Staff don't know business processes or timelines	Process flow charts should be clear to staff	Develop accurate visual process flow charts and distribute	By Aug 1, develop and distribute flow charts.
ASU	Different department deadlines/priorities cause staff stress	Improve coordination of dept. academic deadlines & priorities	Like at FASS, develop Service Level Agreements to outline baseline service levels	By Sept 1, have drafted and distribute Service Level Agreements for all DHs
CBO	CAS is at risk of negative audit outcomes, staff spending time hunting for files	Risk management should be mitigated, staff time optimized	Develop a standard filing system incl. naming conventions	By July 15, distribute file naming/storing best practices
CBO & ASU	Current level of work intensity is unsustainable for Assoc. Directors and staff.	Employees should have a clear picture of where they are in the process to a functional system	Develop a 5-year plan for development and refinement of the new CAS	By Nov 1, develop and distribute new and rational 5-year plan with success benchmarks
ASU	Staff and OAs don't know who is making ultimate decisions	Areas of authority should be clear to staff	Develop accurate visual authority flow charts and distribute	By Aug 1, develop and distribute flow charts
CBO	Staff don't understand CBO processes	Like Travel, hold regular 2-way info sessions/office hours	Determine regular schedule of open office hours (zoom) for each ASU once per month	By July 15, distribute once-monthly schedule for office hours

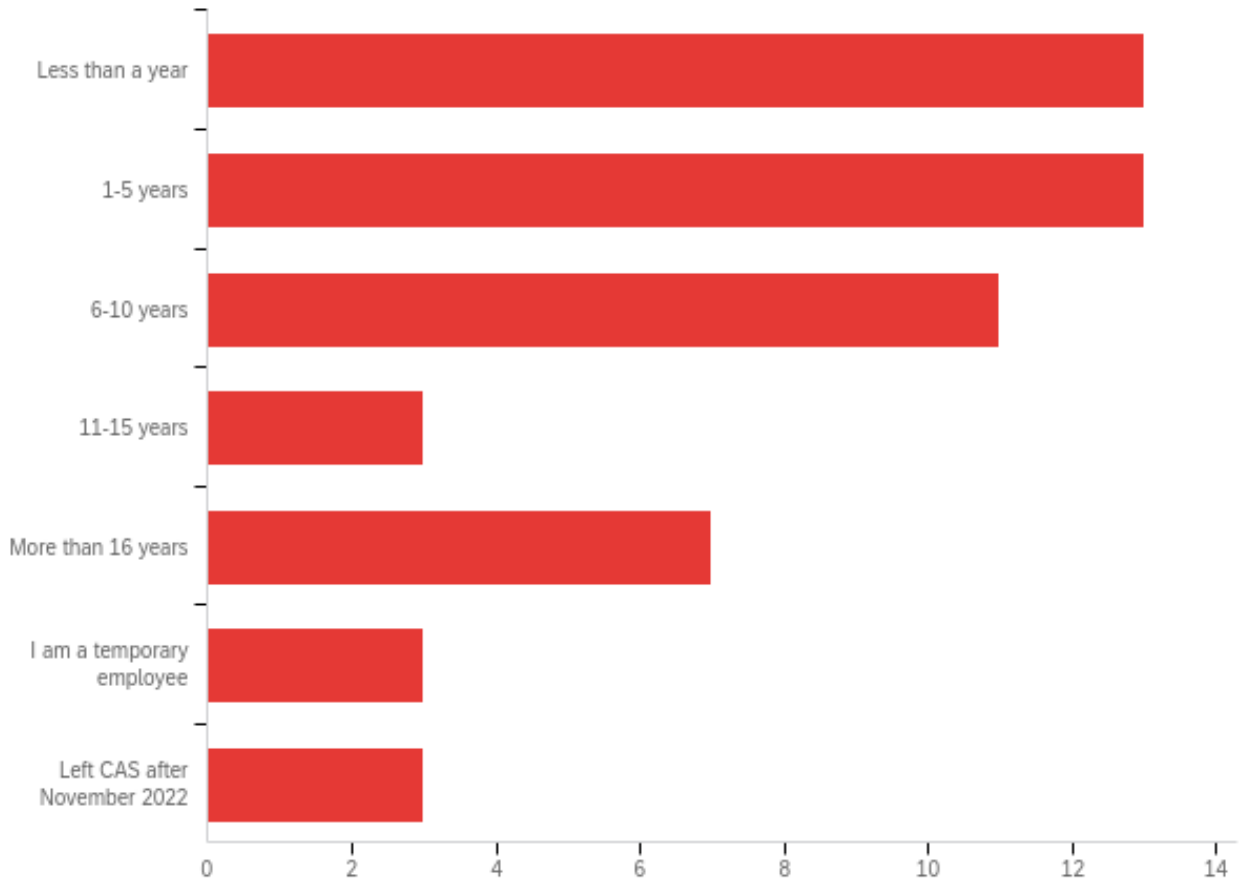
<b>Area</b>	<b>Problem</b>	<b>Solution</b>	<b>Action</b>	<b>Timeline</b>
CBO & ASU	Difficult to collaborate and communicate	Facilitate collaboration	Distribute accurate staff lists, keep updated	By July 15, distribute complete staff lists
ASU	Department Heads are frustrated	Ask DH what they need and be responsive	Schedule one-on-one's with DHs for info gathering/gripe session	By July 15, reach out to each DH for semi-annual outreach meeting.
CBO	Poor communication between CBO areas	Improve communication / team building	Foster team building and interaction in and amongst CBO areas of responsibility (AP, Grants, Purchasing, etc)	By July 15, have an intentional team building exercise/interaction planned
Leadership	CAS leadership communications catch department's off-guard and cause distress	Like with central HR, allow Assoc. Directors first preview of comms.	Develop a distribution process where Assoc. Dirs. have a few days to prep staff on CAS-wide announcements	By July 1, have an SOP for distribution of CAS wide announcements that includes ASU-leadership preview and prep
Leadership	Staff feel out of the loop and don't feel safe to share honestly with leadership	Increase the 2-way flow of communication	Hold quarterly town halls where feedback and suggestions are encouraged	By July 1, schedule Town Hall for info share and solicitation of feedback.

The above solutions were brought to us from CAS classified staff, faculty, OAs, and graduate students. We recognize that many of these solutions are well outside our purview as the union and are bringing them forward as a conduit only. However, as evidenced above, there is a wealth of knowledge amongst your staff that could be tapped to make everyone's experience better, make the reorganization successful, and increase recruitment and retention.

We believe that we have the same goals: to make the University one of the best in the nation for education and research, and the best place to work in Lane County. We are ready to productively work in collaboration with you to achieve this.

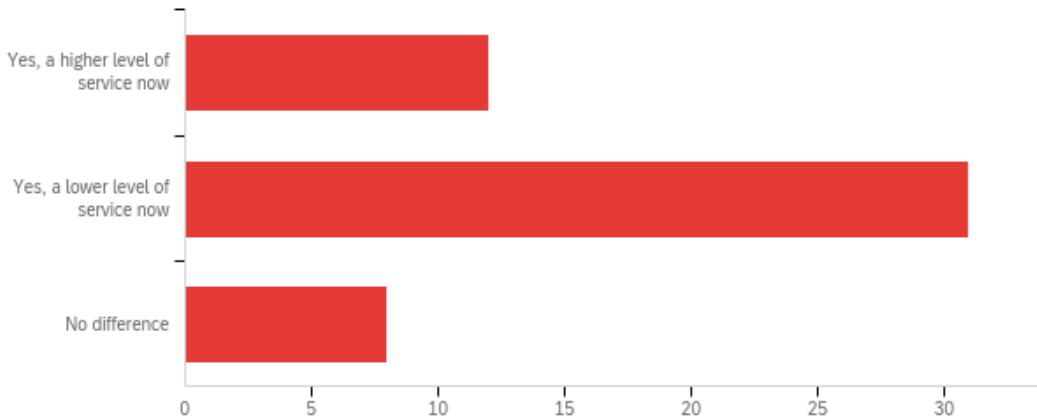
**Appendix 1**  
*CAS Survey*  
 April 2023

**How long have you worked in the College of Arts and Sciences (CAS)?**



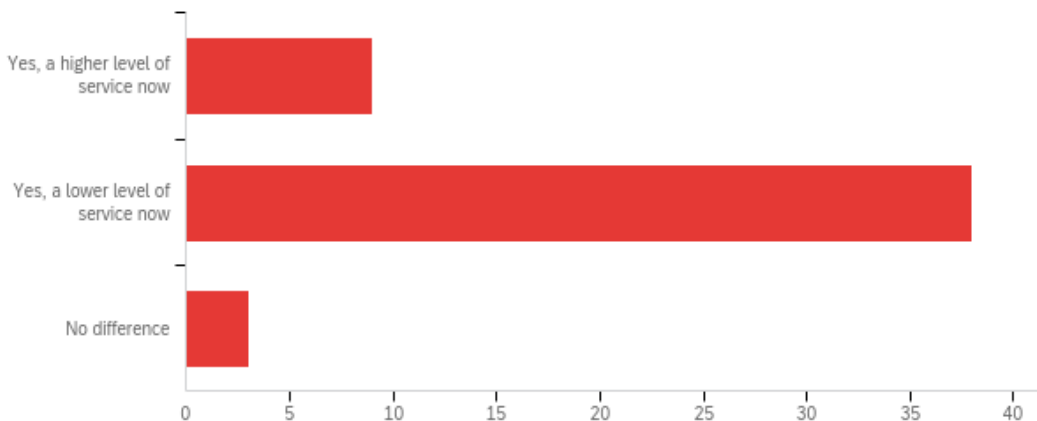
Answer	%	Count
Less than a year	24.53%	13
1-5 years	24.53%	13
6-10 years	20.75%	11
11-15 years	5.66%	3
More than 16 years	13.21%	7
I am a temporary employee	5.66%	3
Left CAS after November 2022	5.66%	3
<b>Total</b>	<b>100%</b>	<b>53</b>

**Since the reorganization, have you noticed a difference in the level of service your departments are able to offer?**



1	Yes, a higher level of service now	23.53%	12
2	Yes, a lower level of service now	60.78%	31
3	No difference	15.69%	8
	Total	100%	51

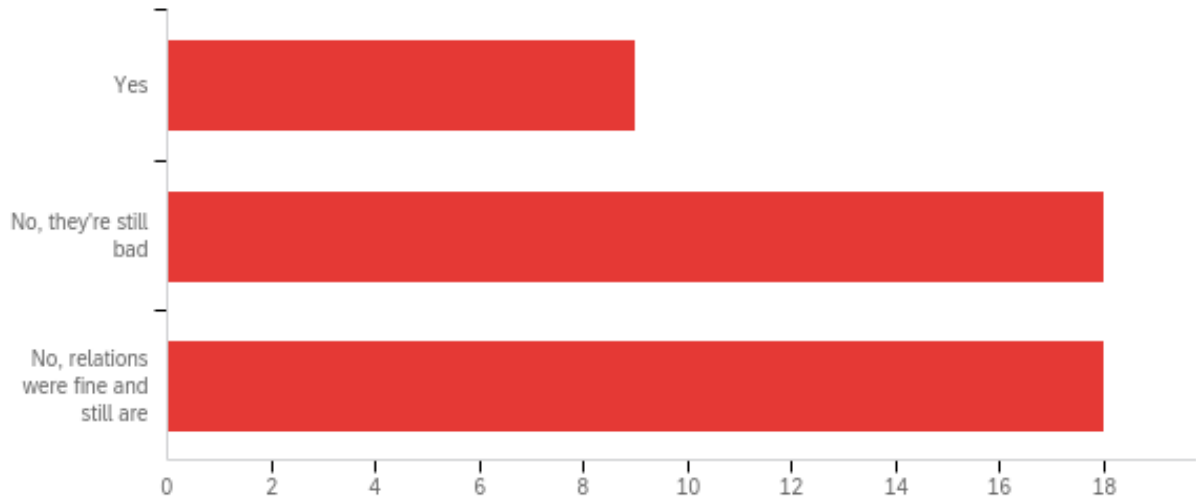
**Have you heard others (CAS colleagues, faculty, students, families) mention a difference in the level of service since the reorganization?**



	Yes, a higher level of service now	18.00%	9
	Yes, a lower level of service now	76.00%	38
	No difference	6.00%	3
	Total	100%	50

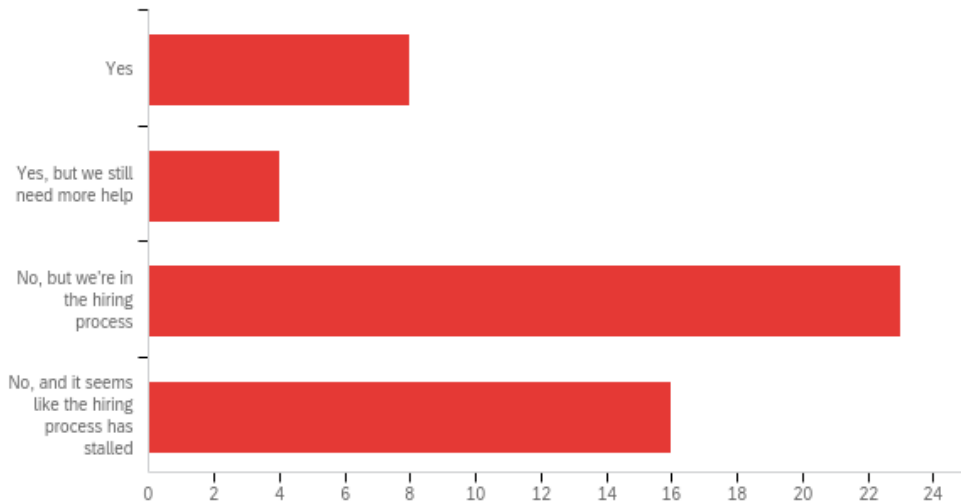


### Do you feel that faculty-staff relations have improved since the reorganization?



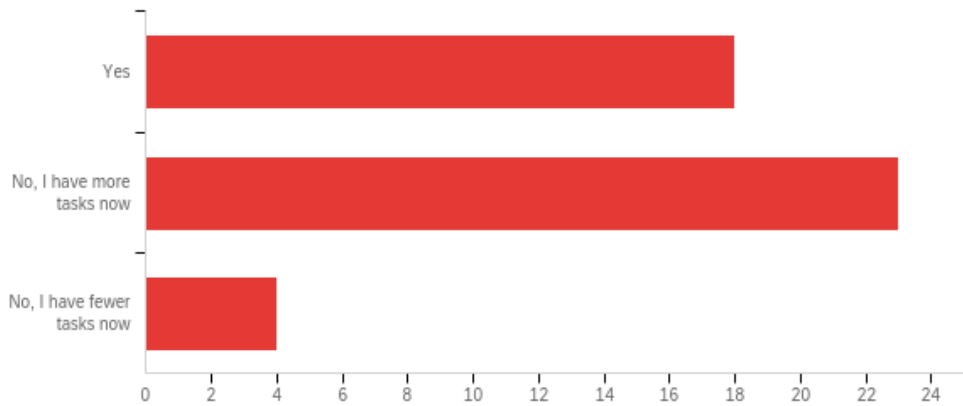
Yes	20.00%	9
No, they're still bad	40.00%	18
No, relations were fine and still are	40.00%	18
Total	100%	45

### Is your ASU or CBO fully staffed?



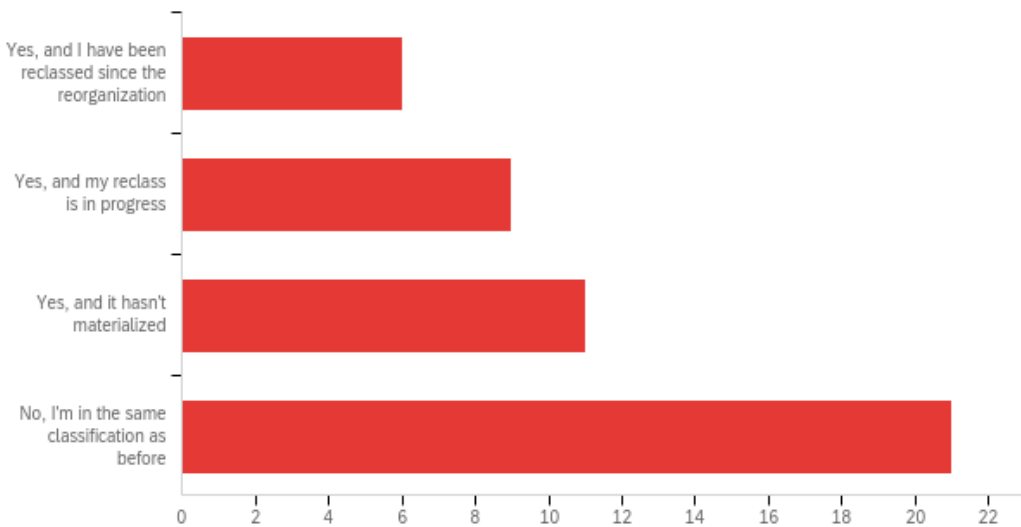
Yes	15.69%	8
Yes, but we still need more help	7.84%	4
No, but we're in the hiring process	45.10%	23
No, and it seems like the hiring process has stalled	31.37%	16
Total	100%	51

### Is your workload comparable to what it was prior to the reorganization?



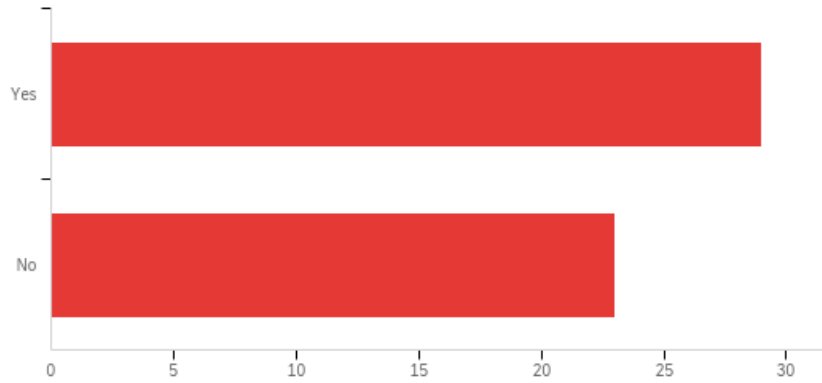
Yes	40.00%	18
No, I have more tasks now	51.11%	23
No, I have fewer tasks now	8.89%	4
Total	100%	45

### Have you been told that you would have the opportunity to be reclassified to a new job title/duties as a result of this process?



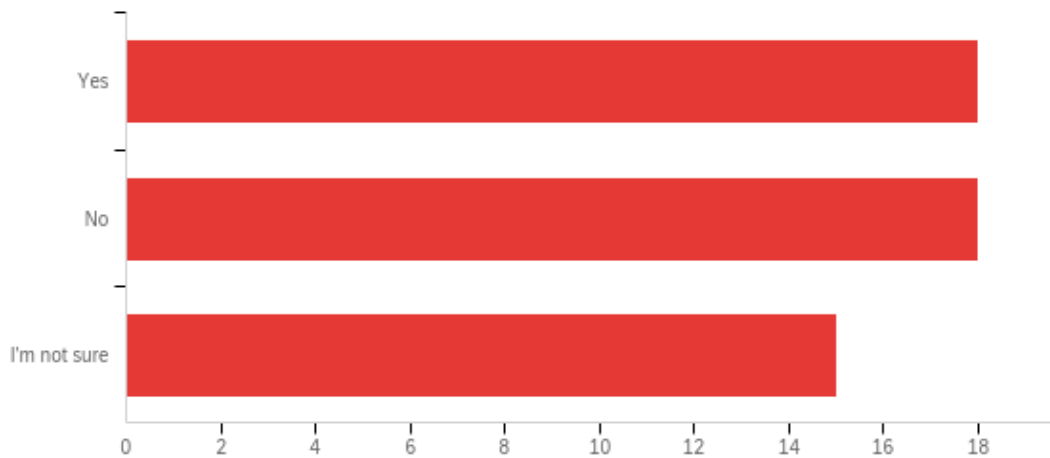
Yes, and I have been reclassified since the reorganization	12.77%	6
Yes, and my reclass is in progress	19.15%	9
Yes, and it hasn't materialized	23.40%	11
No, I'm in the same classification as before	44.68%	21
Total	100%	47

### Do you know what your current official job description is?



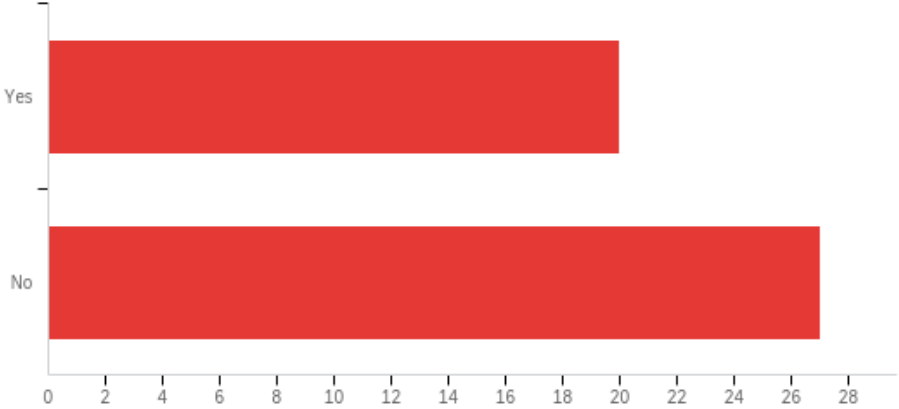
Yes	55.77%	29
No	44.23%	23
Total	100%	52

### Are you working within your official job description now?



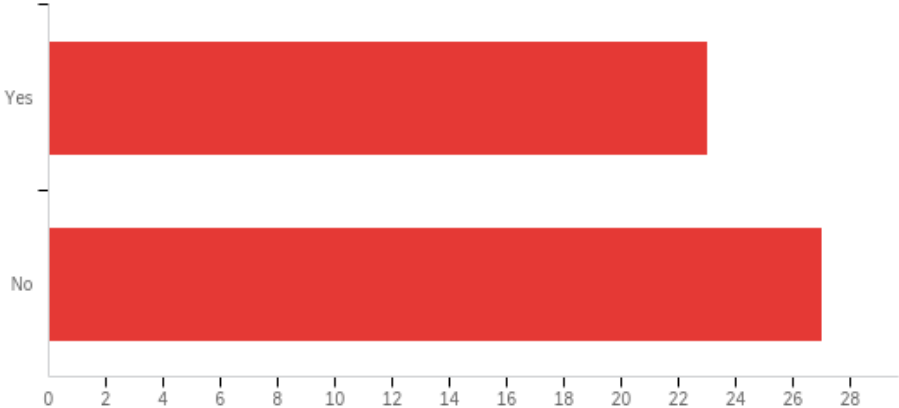
Yes	35.29%	18
No	35.29%	18
I'm not sure	29.41%	15
Total	100%	51

**Have you received a performance appraisal within the last 12 months?**



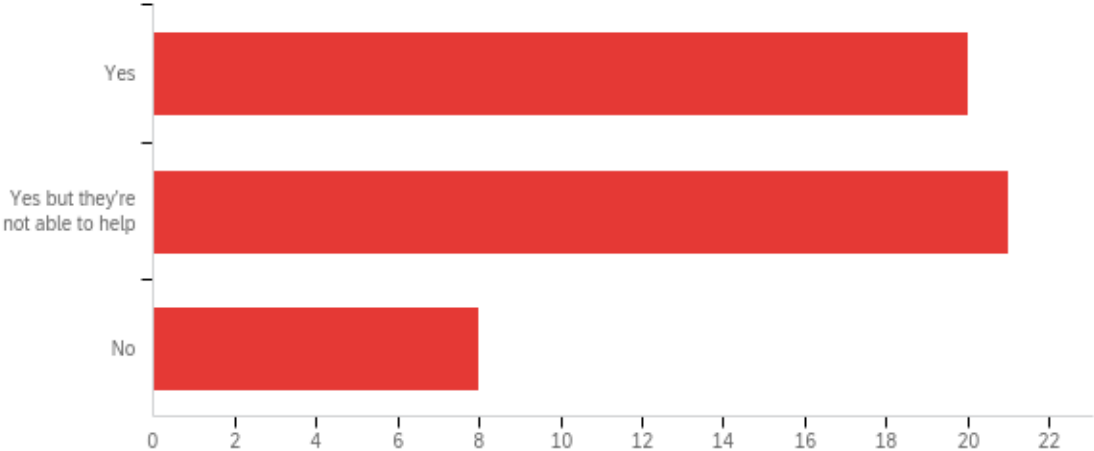
Yes	42.55%	20
No	57.45%	27
Total	100%	47

**Do you feel like you are usually 'in the loop' about the parts of the reorganization that directly affect you?**



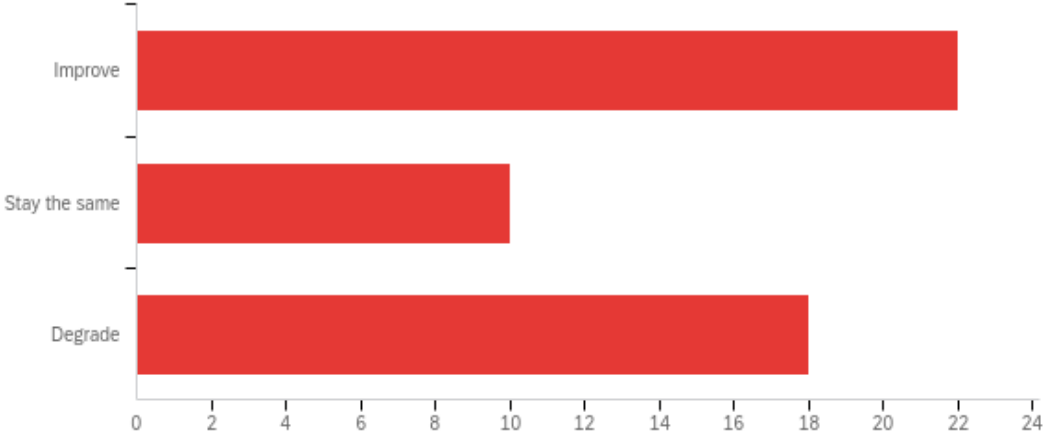
Yes	46.00%	23
No	54.00%	27
Total	100%	50

**Do you feel like your concerns are being heard by your supervisors?**



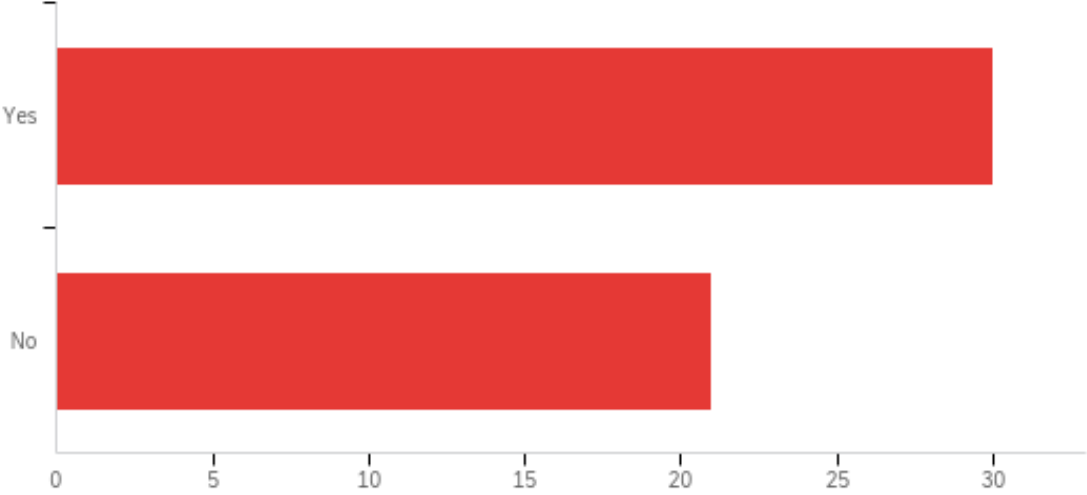
Yes	40.82%	20
Yes but they're not able to help	42.86%	21
No	16.33%	8
Total	100%	49

**Do you feel like conditions in CAS will improve or degrade over the next year?**



Improve	44.00%	22
Stay the same	20.00%	10
Degrade	36.00%	18
Total	100%	50

**In the last 12 months, have you considered leaving CAS and looking for work elsewhere on campus or leaving the UO entirely?**



Yes	58.82%	30
No	41.18%	21
Total	100%	51

## Appendix 2

### CAS Reorganization Survey (April 2023) Comments Summary

From the 42 narrative comments submitted via the survey (open from April 11-15), there were six main themes – sometimes with overlap: 1)the transition was badly executed; 2)processes are confusing with many gaps; 3)employees feel overworked and underappreciated; 4)communication has not been a priority; 5)grief and disappointment over lost work environment and relationships; and 6)speculations about the future - both positive and negative.

Many employees blamed a disjointed and seemingly **poorly executed transition** to the shared service model. It was pointed out that there were planning groups who had developed processes, yet those seemed to have been abandoned at the time of the move. Though possibly this lack of communication and execution is unavoidable in such a large and long-term transition, it did cause a loss of trust in the reorganization in general.

Because of the separation of duties at the heart of the reorganization, **new processes are obscure, impractical, or non-existent**. Transitioning tasks like invoicing, travel, and purchasing has not gone well. Many people in the ASUs are still completing those tasks on behalf of their departments because the CBO either has long delays, does them incorrectly, or the amount of communication needed takes longer than just doing the tasks themselves. People understand the CBO has been understaffed, but it has caused confusion and frustration.

Following on the last point, **employees are overworked** (due to staffing levels and adding new responsibilities on top of existing tasks) and are very aggravated about ‘false promises’ of being reclassified once the reorganization was completed. Many people do not have a current or accurate job description and describe their reclass processes as stalled, or without a champion in their leadership chain. There is frustration about the CAS-level HR workload/staffing level which has delayed promised reclasses (if they are even in process at all). Likewise, efforts to be compensated for ‘working out of class’ have taken way too long.

For employees, there is a stark difference in feeling ‘in the know’ between those employees who have good and longer-term relationships with their supervisors versus those who were moved into ASUs (or the CBO) without those established relationships and chains of communication. Some employees feel like they’re out on their own, trying to figure out processes without any clear guidance from their supervisors. They cite understaffing and disengaged managers as the main drivers of **gaps in communication and lack of connection**. Creating new workplace culture and relationships is challenging in a reorganization like this and should have been a strategic priority.

People have dedicated decades of their life to our University and are very invested in its success. Pride in our work is what keeps us here – and that means being in tangible service to our students, our colleagues, and our faculty. After investing years of social capital into a department, it is heart-rending to be pulled away from those relationships – which have often

felt like family. The **grief of that change** is real and should be honored. When employees are unable to provide the same level of service as they had prior, it magnifies the loss and crushes work pride. New teams and relationships will be built, but there should be more intentionality around creating them. No one mentioned a first-hand account of relief to have been moved out of their old department.

And finally, many people who are frustrated with other aspects of the reorganization have held on because they trust their supervisors and have had **long years of investment in the success of the University**. The feeling seems to be that the present situation is the nadir and it can only get better from here. Those who have positive relationships (pre-existing colleagues, respected and engaged supervisors) are the most optimistic. Those who were soured by the stalled reclassification process report 'broken promises' and seem to be the most willing to leave CAS and look for employment elsewhere. Systems are beginning to come on-line to relieve workload and processes being clarified – both of which add to employee optimism.

**The following is a very abbreviated set of relevant comments (all taken directly from the survey):**

#### **Badly Executed Transition**

- The move was disastrous, disruptive and staff given short notice (literally a couple of days) to pack up their offices for the move.
- Communication was terrible, the moving process (Sep 22) felt sudden and not thought out at all.
- "You'll be getting boxes to pack up your stuff in the next few days; your new office will be in this other building and your new boss will be this other person; no, we don't have Position Descriptions for any of you yet; no we can't figure out what changes we might make to your job until everyone is here."
- I understand that things like job titles rely on HR etc but I don't think that's a valid excuse when the CAS restructure had been planned for 2+ years.

#### **Ongoing Confusion and Malfunctioning Processes**

- Put a massive amount of work onto people, the complete opposite of what the shared services was meant to do.
- Many staff chose to find other jobs either within UO or elsewhere, causing the number of humans capable of doing the day-to-day work to plummet.
- It just feels like no one knows what the processes are and everyone is stepping on each other's toes.
- There have been some issues of tasks not being completed (because there is no person assigned to the responsibilities) and lack of accountability.
- Leadership within CBO and ASUs says they need our help to create processes, but that is essentially asking us to do a second job when we are already short staffed and just trying to stay on top of our own work.



- Those of us in my ASU were asked to do our new jobs, SOME of our old jobs (there was no one else to do them), and some of what the CBO was supposed to be doing.
- The CBO should have been launched and firmly in place before any of the ASUs officially started. The CBO continues to rely on the department to do fiscal work and only send them mostly-completed items to basically do data entry into Banner.
- The total work to process anything between us and the CBO greater than before. Moving people out who process invoices and travel then having a need for people still in the departments working with them is problematic.
- faculty candidates have been openly peeved at the CBO's lack of prompt response, vendors have been concerned at the CBO's requests for dept-account access without dept authorizations, students aren't getting their award & internship stipends on time.
- For every half-dozen transactions the CBO does, I find an error that needs correcting. No one has time for this level of error.
- I have seen a ton of delays within the central units. There are issues in BAO (travel, A/P), IT (access and equipment), and with HR.
- Services we rely on (e.g. purchasing, payroll) are not working as well as before the reorg. In the past our purchaser was on top of things and now things are falling through the cracks.
- No communication about what the CAS CBO does vs. what departments do NOR how these two entities interact with each other regarding processes. When you complain about it to upper management, you get a "talk to your direct supervisor."
- The "Knowledge Base" on the CBO website is populated primarily by procedures that are NOT VALID. Apparently, most of them were created as "we could do it this way" by the process planning committee but were not vetted nor are they applicable yet... but they are still on the public website and automated emails from the CBO urge people to look through their Knowledge Base for answers.
- Filing systems and record keeping are not consistent. Communication on this front has been lacking. Filing systems are incomplete and I'm not aware of any meaningful naming conventions, so our network of shared folders is confusing and cluttered.

### **Frustration about Job Description/Overloaded Duties**

- We were initially told that we would have the opportunity to move to a different ASU that better aligned with our interests/talents after all existing employees were placed in either the CBO or ASU. That didn't happen and they ASU's started hiring from general pools instead of listening to employee requests. I'm still confused on how it was decided who would be reclassified as an APA or APS.
- The promise of reclassification has not materialized. The latest info I received makes it sound unlikely that this reclassification will be approved (even though it was promised)

and that back pay retroactive to October 1 is perhaps not going to happen either. It is extremely frustrating to work this hard and then be told that promises re: my pay may not be granted.

- The workload is tremendously higher than before the reorg, partly because I am learning an entirely new job and now work for 10 different programs/departments. In addition to my academic-related job, I have been delegated with tasks that will eventually be fully taken over by the CAS Business Office. It's WAY too much!
- My workload has tripled and it's been this way for months. I was supposed to be reclassified but it's been stuck in HR for nearly five months so I'm not being paid more in the meantime.
- I was asked to do 2 jobs for several months. I feel I work out of class consistently. I consider leaving everyday. CBO thus far has made more work and reduced my ability to serve faculty. There is little to no information about changing processes and it hurts every level of the UO. I feel completely taken advantage of with no recourse.
- Pulling me out of my previous position has left a huge hole. Unfortunately, when my former boss asks me institutional knowledge questions, I can't provide answers as quickly as I would have in the past. It is not in my job description to be able to provide those answers in the first place--but there was no one to train, to take up those responsibilities.
- This new position felt like an opportunity to pick one lane to learn inside and out rather than having to know 'enough' about A LOT of things. But when you fold in the different department cultures, department head styles of communication, the multiple internal governance documents/policies to learn—at certain times of term, it's crazy exhausting.
- I actually don't know that I have a new 'official' job description. We were all given basic outlines of what the new positions would look like back in October. At that time we were all told that HR was still tweaking them. I haven't heard anything new on that since probably November. But I also haven't had time to worry about it.
- Management hired 20+ temporary employees to fill vacant positions that were either previously held by classified staff who left the CBO, or reclass positions that were being promised to current CBO employees. (Ex: Myself and at least one other CAS employee had been promised a reclass to XX, but after months of waiting, the job was filled by a temp employee. The temp hire was literally introduced to us as the "new XX.")
- I have officially worked at my position since 11/1/2022 (even longer unofficially), still no job description. Reclassification, raise still hasn't happened.
- I am still waiting for a job description. My supervisor is unable to put in a "working out of class" because there is no approved job description. I've stayed at the UO because I have too many years of service to start over somewhere else and I have a good relationship with my supervisor.

- People are leaving because they haven't been reclassified as would be appropriate for new job descriptions. False promises of "you'll be reclassified as a result of this reorganization"
- My tasks are not equivalent to my pay. I make \$20/hour and am expected to do IT and student-facing, among other things. If I did those full-time, I could make \$50-60k/year. Why am I being paid less to do it all? I think morale is low because of pay/work load. We are being taken advantage of.

### **Poor Communication**

- I don't know my job title or my position, so I don't feel like I know what I'm doing. Managers and our interim director don't seem to understand the scope of what we do, and my manager specifically never checks in with me and is incredibly hard to get a hold of by email AND teams.
- Management not coordinating/communicating effectively with each other. We were told we could retain our prior hybrid/remote arrangements, then being told during the first week that all employees are required to work fully in person "for at least the first few months." This particular power struggle played out differently for different employees - some getting leniency, some changing their work-lifestyle completely despite preferences.
- Having 4 different supervisors for the first 4 months of working in the new unit made filing that work out of class request extremely difficult. On multiple occasions I've had to threaten to quit before getting any meaningful responses from management.
- I am a relatively new hire. With that said I am aware of changes that have been going on to the point that my supervisor has had very little time to train me. There seems to be no formal method for the train. I was left to basically figure out the training path on my own. Lots of online (Zoom) trainings and pre-recorded videos.
- The communication between different areas of CAS is nonexistent. Every team is understaffed. I am running my own team by myself and was told I would need to train four new people without any discussion. Very chaotic.
- There has been no effort to build relationships. Management has made no effort to introduce new staff to departments.
- There's an extreme lack of communication between managers and classified staff. They don't really tell us anything that directly affects us in advance, and it feels like everything is being kept secret. I hear more updates from our student workers than I do from our managers.

### **Degraded Worklife**

- One of the arguments that management was using to justify the reorg during the planning stages was that shared services would protect classified workers from rude and

demanding faculty. This always sounded absurd to me because my relationships with my department faculty were lovely. They enriched my daily experience at work. Being in the department building, becoming familiar with each person, hearing about their research and their passions... this all made me feel like my job really mattered (and like \*I\* really mattered). I now feel detached and isolated. I no longer overhear stimulating conversations about this-or-that specialized research question... Now, honestly, the conversations that I overhear are complaints and grumbles and defeated sighs from around the cubicle area. Systems aren't working, people are upset, and supervisors are just as confused about how to handle our workloads as we are. The environment here is defeating and unsustainable.

- Office managers and other office staff used to assist department heads with upcoming deadlines, share potential issues, give historical context to situations, and generally keep them on track – now that work facilitation/flow is gone.
- Faculty are remarking on/complaining about a decrease in services (no grant reports as just one example)
- Given the disconnection of faculty and staff as a result of "shared services," removing staff from their departments made maintaining relationships to faculty and grad student a challenge and as a result makes it difficult to communicate in-person to faculty/grad students regarding their research projects/grants, which is very critical to all parties being on the same page in staying on top of the flow of works on grants.
- The students in my former department were devastated to lose their dedicated office staff and are more confused than ever on where to go for help.
- Our ASU was fully staffed, but has had attrition in the last month. Working conditions are abysmal, and management seems to be checked out.
- We have not been able to serve the faculty or students with the same level of service as we previously to this transition. It has caused hostility and hurt relationships across the board. I am tasked with way more work than I can do. The transition has caused me to have stress.
- No one knows who is in charge of what or who to contact. Things are taking longer than usual.
- To sell faculty on the idea of Shared Services, they were promised an increased level of service, which most of us are not able to provide. Needless to say, most faculty are NOT being gracious about it and some are being actively obstructionist.
- Faculty-staff relations were okay before the transition, but my good relationships (built over years of working closely together) have started to strain since the transition.
- Relations between my former unit and I were excellent. I am literally moving through the grief process of losing that position.

- Personally, I think the faculty are not receptive to the change and they reflect this negativity on the Staff.
- What I really enjoyed about my job no longer exists for me. My best friend works at Starbucks and makes \$22 an hour (not even including tips) and does FAR less work than I do and makes more money than me. You can see how this is ridiculous, right? I was fine with being underpaid before because I actually liked my job and I would love to leave the university.
- Everything has become robotic, takes MUCH longer to get completed, and there is zero community or personal service anymore.

### **Feelings about the Future**

- Other than paying us more and making sure all the ASUs are fully staffed and follow the same protocols, I'm not sure how any of this could be better.
- There's a lot of opportunity for new positions within CAS at the moment. Hiring is slow, but it's ongoing.
- I'm taking the mindset that it can only improve from here. It will get easier as everyone becomes used to their roles, but I still think the old organization offered superior service.
- Since moving to CAS I have concerns when raised have been worked on and improved and there are more frequent check ins on how employees are doing.
- For the first time in a long time I have some hope of it getting better and improving. In my opinion there are people in place with the knowledge and vision to make this work and make it better.
- Building a shared service model is hard, but the end result is so much better, and I know this because I moved to CAS from an existing UO shared service. If people continue to "buy in" and collaborate, this will succeed.
- Prior to the reorganization, CAS didn't have dedicated staff for events services and creative design, which is now part of the CBO and has been positively received throughout CAS.
- I'm feeling like this move was a very good decision for me given the choices I had to make. And in the end, I feel that the work load will be appropriate. We're definitely getting there.
- As long as I'm still bringing home a paycheck, and managing to keep of my plates spinning, I'm good. We'll see what this all looks like next Fall when the evaluations need to get done.
- Triage is a moment, not an eternal state of being. In my ASU, we've got team members who worked in the units that we're still serving. I'd say that's a good 90% of us. As a unit, we can answer questions about commencement, scheduling, time entry, payroll, HR

operations/procedures, undergraduate and graduate issues, A/P, MyTrack, onboarding, etc., etc, from first hand experience. Unfortunately, this is not the case everywhere.

- Being an optimist, I feel it will improve because it has to. But the realist in me also thinks that in 5-7 years, the pendulum will swing back the other way. The thing that all of us ever needed was proper staffing. Maybe this tectonic shift will help leadership realize this.
- The fact that CAS is still functioning at all is a testament to the dedication of all of us who, in the end, truly care about our teammates, our students, the mission of the university proper, and our own personal integrity.

## Appendix 3

### Proposed CAS Solutions

#### Staff

- **HR needs to prioritize CBO hiring and training**
  - The CBO needs more staff to handle HR & payroll, accounts payable, purchasing, travel, and events.
- Reclass requests should be sent straight to Class and Comp
- ASUs need more FTE (Each ASU now has a **temp** “Executive Assistant”)
  - ASU managers are ‘buffering’ between ASU and CBO – taking on unsustainable amount of work that CBO can’t yet accept, but isn’t in ASU staff PDs. Exhausting and a burn-out.
- Each position should have a desk/SOP manual. A comprehensive training plan (based around the BAO website at the very least) for new employees is crucial and must happen now.
  - The CBO Knowledge Base is not adequate or accurate (SOPs were developed in draft form by advance team, then just published as-is. Not acceptable).
  - Business Affairs policies are scattered across several websites. They need to be compiled in one policy manual that workers can refer to instead of going on a policy chase every time they face a new situation.
  - BAO e-learning format should be provided as optional in-person training to accommodate different learning styles.
  - Training should be UO specific for ASUs/CBO processes (not linked in off the shelf)
  - Training has taken a backseat to putting out immediate fires.
- ASUs and CBO need to prioritize team building and professional development and have dedicated budget for that.

#### Management

- **Prioritize training all OAs about working in a unionized workplace**
- Ask: How can we make struggling ASU *performing* ASUs?
  - Believe ASU managers when they ask for more FTE. Not all ASUs are the same or need FTE at the same time. FTE can only be added as fast as accurate and complete training can be given. Find boats that are high functioning and mitigate the problems and model the strengths.
  - A good supervisor :
    - Has good team - all previously affiliated or collaboration is fostered
    - Highly functioning manager
    - knowledgeable about other operations
    - Has tools/processes in place

- Tough attitude, can have hard conversations
    - Associate Directors are spending too much time putting out ‘the fire of the day’ to devote time to necessary long-term planning.
  - Managers (and everyone) need a 5-year plan. Absurd to say this reorganization project will be totally complete in Fall 2023. Everyone knows that is not achievable. Come up with a more fine-grained, sequential, and systematic plan/road map. Include benchmarks of successes (and, what ARE successes?).

### Processes

- **Develop accurate process flow-charts and SOPs and distribute them ASAP**
- Be receptive to input from classfield - include in decision-making
- Training Training Training
- There needs to be a flow-chart of authority.
  - Associate Directors and staff need to have a clear understanding of who has authority over what. Who is making ultimate decisions?
- Develop a standard filing system including naming conventions.
  - File retention is chaotic.
  - There is a huge risk of audit – inappropriate charges to grants, and incorrect filing.
- Put a department representative/presence in every building to help connect with students, parents, prospectives, etc.

### Collaboration

- **Keep staff lists updated. Focus on creating cohesive teams.**
- Have CBO office hours for different departments /ASU *with advance notice* (At least twice a month)!
- Reach out to Department heads and ask, “What are you missing (given this system will stick around)?”
  - department heads are needing quick reimbursements, advance travel coordination, seamless GE & student worker hiring, accurate and timely grant updates, and cross-department grant award information.
- Reach out to Associate Directors and really hear/implement suggestions.
  - Many know what they need to be successful but are getting push back from upper leadership (being told they can’t have any more FTE)
  - Successful ASUs include those where folks already had existing relationships prior to the reorganization, or, where job descriptions, processes and expectations are clear and collaboration is fostered/encouraged.



### Communication

- CAS should have periodic townhalls to answer staff concerns. Employees should feel safe to share their thoughts with management (and not just the union) to contribute to the success of the transition.
- Improve communication between units within CBO
  - Many processes within CBO are intertwined, yet there is no cohesive team building and interaction is not fostered.
- In order to manage expectations about what's done in ASU and what is done in the CBO, clearly outlined Service Level Agreements (such as in FASS) need to be developed to determine base-line service levels, and extras can be negotiated after that.
  - A clear understanding of department's workflow around deadlines within ASU is necessary.
  - Various departments within the same unit often have conflicting deadlines/priorities.
  - Calendar sharing
- Communications from CAS leadership should be given to Associate Directors in advance for proactive mitigation and clarity.