

Departmental Staff Workload Mitigation Initiative -- University Library

In response to overwhelming workload issues, The Library requests funding for **one additional FTE at the administrative analyst level** for its Human Resources Department. The cost would be approximately \$50,000 per year.

The workload in the Library's Human Resources Department (LHRD) has approximately doubled in the past year, due to a combination of factors. These include:

- A 100% increase in the rate of turnover (resignations or retirements, and recruitments for replacements), due to a highly competitive regional labor market. The Library may turn over 30% of its approximately 400 permanent employees this year, creating an impact on every aspect of the process, from record keeping to orientation training of new employees.
- A significant increase in the effort needed to recruit replacements, with some recruitments being posted several times and taking more than a year to fill, again due to the labor market.
- The need to recruit student employees year round, instead of just at the beginning of semesters, also due to labor market competition. The Library maintains 500 to 600 student employees throughout the year.
- An increase in reclassification activity, reflecting upward pressure from employees who are aware of their value on the open labor market.
- The increasing complexity of new union contracts, requiring a much higher level of salary calculation and tracking activity.
- An increase in overall personnel activity due to new campus and UCOP initiatives. Recent examples include:
 - ✓ The need with the new CUE contract to manually calculate two merits and two COLAs for each CUE employee (almost 200 in the Library), including many whose status had changed in the past two years.
 - ✓ The requirement to prepare new PAFs for each of our several hundred student employees in order to pass through a mandated raise of 7 cents per hour.
- The increasing complexity of the campus' new personnel budgeting system, requiring constant updating of provisions.
- Increasing delegation of responsibility from central campus units to large departments like The Library.

These factors have shown no sign of mitigation, even as new challenges appear on the horizon:

- Library demographics indicate that the next five years will show a rate of staff retirement not seen for nearly a decade, so the pressure to replace departing employees will remain unabated.
- The increasing and continuing need to implement new online systems, including databases and web forms. For example, later this year we will begin implementation of the long-awaited HRMS campuswide personnel management system. Planning for the transition, training and orientation, revision of processes, start-up and debugging will only add to the workload and, given the BFS experience, will be felt for at least a year.

Perhaps as significant as these basic workload issues is the Library's need to provide updated training to all new employees on the wide range of systems, practices and policies that are integral to work in a complex environment like a university research library. LHRD's need to meet basic

workload demands has virtually eliminated The Library's ability to provide necessary training, even as it tries to rebuild itself as a nationally recognized 21st century information center.

Library staff comprise a cadre of people who provide services to the entire academic enterprise. Vacancies in key positions and high turnover rates increase the need for the remaining staff to be adaptable and well-deployed. A new position in LHRD will mitigate current unmanageable workloads, and allow much needed focus within the department on staff training and reclassification, which will help to create a staff that is deployable in a fluid work environment. The measurable result will be increased efficiencies that translate to better services in support of teaching and research.