Human Resources Practices for Effective Management

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Human Resources & Benefits

Human Resources Framework

HR&B Strategy Framework

UC Mission

Progressive Human Resources System
- Aligned practices, policies, labor contracts, employee offerings* and work environment, culture
- Processes for hiring, orienting, acculturating, managing performance, developing employees and planning for succession

Enabling & Constraining Factors
- Leadership & Management
- Organizational Design
- Support Systems
- Technology
- Administration
- Communication
- Planning
- Funding

Context
- Academic Compatibility
- Legal Requirements
- Fiscal Accountability
- Internal/External Environment

Goals

Outcomes

Critical Issues

Strategies
HR&B Mission & Strategy

• Provide systemwide leadership of a progressive HR system which focuses on building and sustaining a diverse faculty and staff that will most effectively support UC’s mission of teaching, research and public service

HR&B Updates

• Total Remuneration
  – Health & Welfare strategy
  – UCRP contribution reinstatement
  – Retiree health liability
  – Compensation

• HR Accreditation & Assurance Pilot Program
Common HR Issues Facing Business Officers as HR Managers

• Recruitment, selection & diversity
• Employee/Labor Relations
• Performance management
• Preventing & managing work place conflict

Recruitment, Selection & Diversity

• Jobs are broader in scope
• Behavioral competencies
  – Technical knowledge
  – Communication skills
  – Flexibility
  – Team player/interpersonal skills
  – Valuing diversity

✓ UC Staff Policies: 20 Recruitment, 21 Appointment, 12 Nondiscrimination, 14 Affirmative Action
Hiring Parameters
Statutes, Legalities, Policies

• Federal and State Laws
• UC labor agreements
• UC policies
  – Standing Orders of the Regents
  – HR policies
    • Academic, Personnel Policies for Staff Members (SMG, MSP/PSS)

Diversity Goals

http://www.universityofcalifornia.edu/diversity/

• Educate and communicate the value
• Build pools of qualified candidates
• Support career development
• Compensation guidance
  ❖ UC Staff Policy – 14 Affirmative Action, 50 Professional Development
  ❖ Presidential Policy – Nondiscrimination and Affirmative Action Policy Regarding Academic and Staff Employment
• Regent Island’s UCLI presentation - Inclusion
How to Motivate Employees
Rewards & Recognition

• Capable, effective and respectful supervision
• Interesting work
• Work-life balance
• Compensation, incentive awards
• Career advancement/opportunities
  ❖ UC Staff Policies: 30 Salary, 34 Incentive Awards, 50 Professional Development, 51 Reduced Fee Enrollment

Performance Management

• Continuous communication
• The “process”
  – Set objectives & goals
  – Communicate expectations
  – Measure & evaluate
• Look to the future – developmental opportunities
• Annual written appraisal
  ❖ UC Staff Policy – 23 Performance Management
Preventing Workplace Conflict

• Due process – respect employee rights
• Use campus resources
• Communicate reasons for decision
• “Just Cause”
• Avoid escalation
  – Progressive discipline
  – Mediation

Managing Workplace Conflict

• Formal Complaint Process
  – Grievance and appeal process
  – Hearings and fact finding
  – Arbitration
• Protection from Retaliation
  ❖ UC Staff Policies: 62 Corrective Action, 63 Investigatory Leave, 64 Termination, 70 Complaint Resolution, Whistleblower Policy
Layoff/Reduction in Staff

- Know organization’s needs
- Coordinate with local HR
- Comply with rights & obligations
- Focus on the position not the person
- Know the policy/labor agreement provisions
  - UC Staff Policies: 60 Layoff and Reduction in Time, 61 Release

Your Resources

- Human Resources office
- Labor Relations manager
- Systemwide personnel policies
  - http://atyourservice.ucop.edu/
- Labor Relations contracts