

Human Resources Practices for Effective Management

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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
http://atyourservice/employees/policies/systemwide_contracts/index.html