Human Resources Practices for Effective Management

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HR&B Long Range Planning Outcomes

- Supporting a productive & engaged work force and a productive work place.

- Being known as a good employer in
  - Recruitment
  - Retention
  - Engagement of UC staff and faculty
Human Resources Framework

HR&B Strategy Framework

UC Mission

Teaching
Research
Public Service

Productive People
Productive Workplace

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 Support Systems Administration Planning
Organizational Design Technology Communication Funding

Context

Academic Compatibility, Legal Requirements, Fiscal Accountability, Internal/External Environment

Progressive
Human Resources System

Critical Issues

Enabling & Constraining Factors

Leadership & Management Support Systems Administration Planning
Organizational Design Technology Communication Funding

HR&B Mission Statement

• Provide system wide leadership to build an effective work force. May 2004

• Six HR&B Strategies
  – UC funding model
  – Progressive HR system
  – Total remuneration, sustainable benefit programs
  – Talent management
  – Positive labor relations
  – DOE lab, bid & transitions
Common HR Issues Facing Business Officers as HR Managers

- Recruitment, Selection & Diversity
- Employee/Labor Relations
- Performance Management
- Preventing & Managing Workplace 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

• The LAWS
• UC labor agreements
• UC policies

Diversity Goals

• 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
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 Work Place Conflict

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

Managing Work Place 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

HR&B Updates

- Total Remuneration
  - 2007 Health & Welfare renewal
  - UCRP contribution reinstatement
  - Pension plan design
  - Retiree health
  - Compensation
- HR Accreditation Project
- Talent Management
Your Resources

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