



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

HR&B Strategy Framework



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 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

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