Human Resources Practices for Effective Management

Randolph R. Scott, SPHR
Executive Director
Policy and Program Design
Human Resources & Benefits

HR&B Mission & Strategy

• Provide system wide 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.
Aligned practices, policies, labor contracts, employee offerings and work environment, culture
Processes for hiring, orienting, acculturating, managing performance, developing employees and planning for succession
• Academic Compatibility
• Legal Requirements
• Fiscal Accountability
• Internal/External Environment

Critical Issues
Strategies
Goals
Outcomes

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

Human Resources Framework
UC Mission
Teaching, Research, Public Service
Productive People
Productive Workplace
Progressive Human Resources System

Total Remuneration
– Health & Welfare Benefits Strategy
– Retirement Benefits
– Compensation
– SMG Policy Project
– UCOP Restructuring – HR Wave #1

Human Resources Framework
HR&B Strategy Framework

HR&B Updates
Health and Welfare -
Medical Program Integrated Strategy

Portfolio Management
Consider changes in the dynamic with vendors to improve partnership, quality and cost.

Member Engagement
Engage members in improving personal health practices through education, tools and incentives.

Total Compensation
Manage medical benefit costs in ways that maintain competitiveness in total compensation.

Specialty Options
Explore adoption of industry options/best practices delivered outside of health plans, enhance visibility and accessibility of member engagement opportunities.

UC Medical Center Linkage
Reinforce value of UC Medical Centers as key provider to our population.

Human Resources Policy Initiative

Certified Assessment of HR Systems: A Pathway to Assurance

Standards
Certification
Self-Assessment
Peer Review
Readiness Review
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 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
Restructuring Staff/Organization

- 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

Case Study: Managing Change

- Talent management and succession planning
- Knowledge management
- Change management
- Communication
Your Resources

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

QUESTIONS?