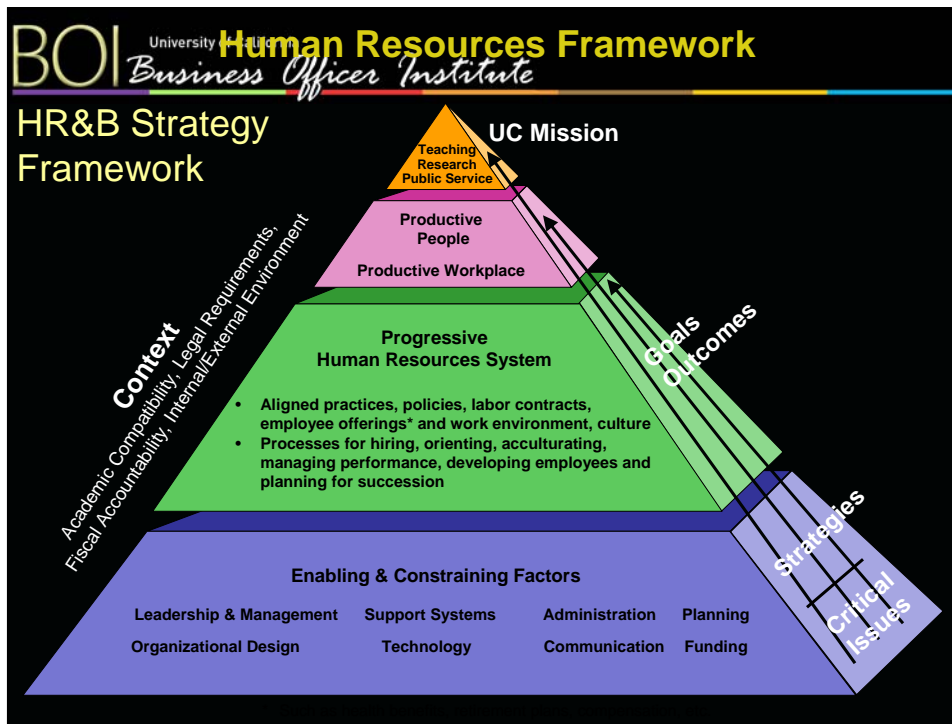


Human Resources Practices for Effective Management

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

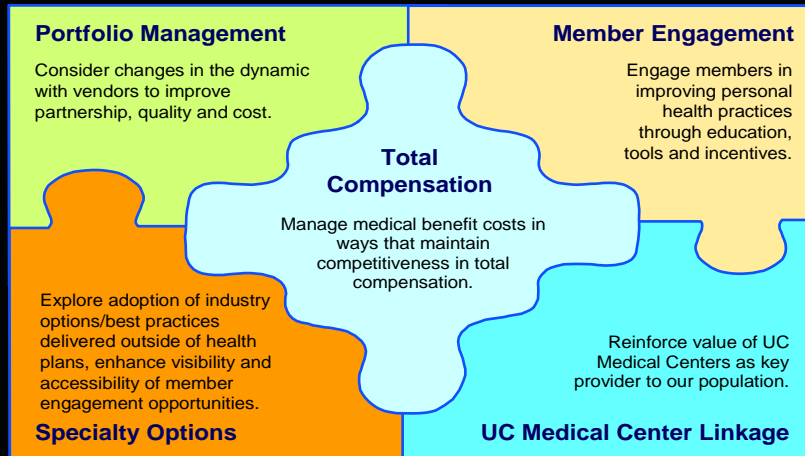
HR&B Mission & Strategy

- 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.



- BOI** University of California **Business Officer Institute**
- ## HR&B Updates
- Total Remuneration
 - Health & Welfare strategy
 - UCRP contribution reinstatement
 - Retiree health liability - Health Plan Trust
 - Compensation

Health and Welfare - Medical Program Integrated Strategy



Human Resources Policy Initiative



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 personnel policies
 - <http://atyourservice.ucop.edu/>
- Labor Relations contracts
 - http://atyourservice/employees/policies/systemwide_contracts/index.html



QUESTIONS ?