



# Human Resources Practices for Effective Management

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## Office of the President Updates

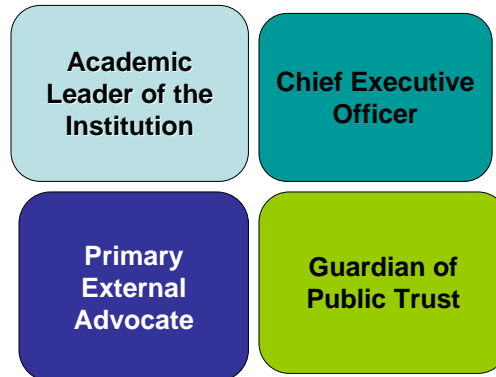
- HR&B Restructuring
- Total Compensation Programs
  - Retirement – UCRP and Retirement Savings Plan
  - Health & Welfare Costs - 2009
  - Retiree Health – GASB45 Obligations

## HR&B Mission & Strategy

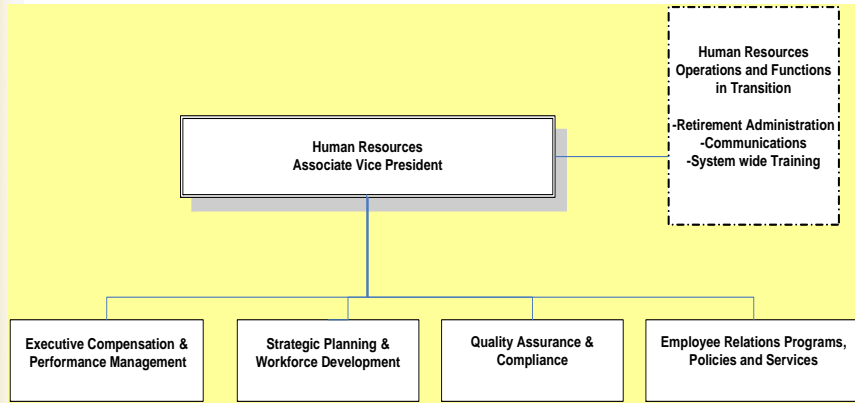
- Provide system wide leadership of a progressive HR system which focuses on building and sustaining a diverse faculty and staff that will most effectively support UC's mission of teaching, research and public service.

*"The Report of the Working Group on the Roles of the Office of the President" identifies the role of the President as falling into four areas*

### ***Executive head of university as a whole***

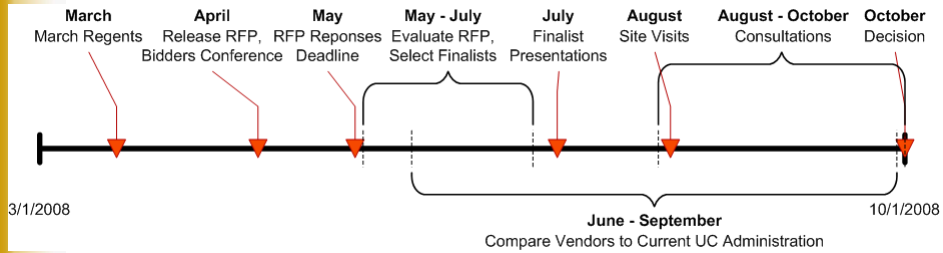


# UCOP HR Design



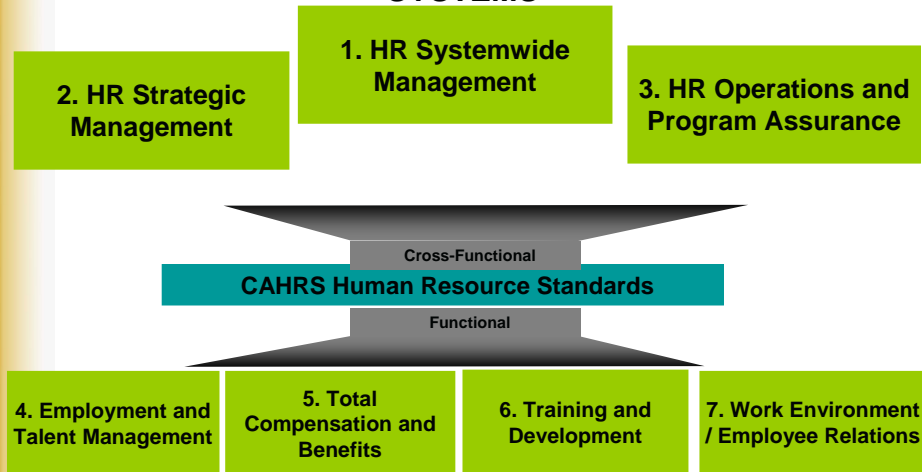
## Alternate Models for Benefits Administration –

### Pension Administration Review Timeline - Phases 1 & 2



**Phase 3 –  
Implementation : 2009 – 2010,  
depending on the selected model**

## **CERTIFIED ASSESSMENT HUMAN RESOURCES SYSTEMS**



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## **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**

(Case Study)

- 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

## 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
  - [http://atyourservice/employees/policies/systemwide\\_contracts/index.html](http://atyourservice/employees/policies/systemwide_contracts/index.html)



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**QUESTIONS ?**