Human Resources Practices
for Effective Management

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Vice President
Human Resources
Office of the President Updates

- Human Resources Department
  - Mission and Structure

- Labor Relations
  - Role of our Leaders

- President’s Task Force on Post Employment Benefits
  - Structure and Process
**Mission**

TO Add Strategic Value

Some standard HR functions we fulfill...

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Levels of HR Work

**Reaction**
- Something happens we have to fix
- External influence drives action
- Crisis management

**Transaction**
- Set of steps triggered by an occurrence
  - Dominated by rules and standards
  - Typically one right answer

  **Timing:**
  - Completed in Days

**Tactics**
- Road map to achieve it in place at start
  - Road map may contain contingencies that don’t require consultation
  - Usually incorporates one unit

  **Timing:**
  - One year or more

**Strategy**
- Multiple targets or initiatives
  - Involves a series of aligned tactics
  - Incorporates movements of multiple units and functions

**Vision**
- “The headline”
- The Ideal Future State
- Incorporates operating environments, philosophy and way of doing business
- Takes into account external perception of an entity

  **Timing:**
  - Never fully realized
  - “Regenerating Improvement”
Common HR Issues Facing Business Officers

Examples:

- Employee/Labor Relations
- Performance Management
- Preventing & Managing Work Place Conflict
- Policies
- Ethics/Work Environment

Let’s discuss some of the other issues you encounter.
How would you describe your various roles?

Facilitator
Administrator
Processor
Watch Dog

Process Owner
Auditor/Checker
Guide
Remover of Obstacles

How are you asked to operate today?
Are you correctly positioned for the mission?
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
Your Resources

• Human Resources Office
• Labor Relations Manager
• Systemwide Human Resources Policies
  – http://atyourservice.ucop.edu/
QUESTIONS ?