Effective HR and Talent Management Practices

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Managing in a Multi Generational Environment

• Our work place has four distinct generational cohorts each with their own motivations and needs

• Understanding these generational cultures and norms can make you a better “HR” manager

• “People resemble their times more than they resemble their parents” - Arab proverb
## Who Are they?

<table>
<thead>
<tr>
<th></th>
<th>Traditionalists</th>
<th>Baby Boomers</th>
<th>Generation X</th>
<th>Millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outlook</strong></td>
<td>Practical</td>
<td>Optimistic</td>
<td>Skeptical</td>
<td>Hopeful</td>
</tr>
<tr>
<td><strong>Work Ethic</strong></td>
<td>Dedicated</td>
<td>Driven</td>
<td>Balanced</td>
<td>Ambitious</td>
</tr>
<tr>
<td><strong>View of Authority</strong></td>
<td>Respectful</td>
<td>Love/Hat</td>
<td>Unimpressed</td>
<td>Relaxed, Polite</td>
</tr>
<tr>
<td><strong>Leadership by</strong></td>
<td>Hierarchy</td>
<td>Consensus</td>
<td>Competence</td>
<td>Achievement</td>
</tr>
<tr>
<td><strong>Relationships</strong></td>
<td>Self-sacrifice</td>
<td>Personal gratification</td>
<td>Reluctance to commit</td>
<td>Loyal, Inclusive</td>
</tr>
<tr>
<td><strong>Perspective</strong></td>
<td>Civic-minded</td>
<td>Team-oriented</td>
<td>Self-reliant</td>
<td>Civic-minded</td>
</tr>
<tr>
<td><strong>Turn-offs</strong></td>
<td>Vulgarity</td>
<td>Political Incorrectness</td>
<td>Clichés, hype</td>
<td>Cynicism</td>
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## How Do They Work?

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<tr>
<td><strong>Work Style</strong></td>
<td>“How” is as important as - “What” gets done</td>
<td>Get it done – whatever it takes – nights and weekends</td>
<td>Find the fastest route to results; protocol unnecessary</td>
<td>Work to deadlines – not necessarily schedules</td>
</tr>
<tr>
<td><strong>Authority/Leadership</strong></td>
<td>Command and control; rarely question authority</td>
<td>Respect for power and accomplishment</td>
<td>Rules are flexible; collaboration is important</td>
<td>Value autonomy; less interested in formal leadership positions</td>
</tr>
<tr>
<td><strong>Communication</strong></td>
<td>Formal; through proper channels</td>
<td>Somewhat formal; through structured network</td>
<td>Casual and direct; sometimes skeptical</td>
<td>Casual and direct; eager to please</td>
</tr>
<tr>
<td><strong>Recognition/Reward</strong></td>
<td>Personal recognition; compensation for work well done</td>
<td>Public recognition and career advancement</td>
<td>Balance of fair compensation and ample time off as reward</td>
<td>Individual and public praise (exposure); opportunity for broadening skills.</td>
</tr>
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*From Managing a Multigenerational Workforce – Jan 2009*
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<td><strong>Work/Family</strong></td>
<td>Work and family should be kept separate</td>
<td>Work comes first</td>
<td>Value work/life balance</td>
<td>Value blending personal life into work</td>
</tr>
<tr>
<td><strong>Loyalty to</strong></td>
<td>The organization</td>
<td>The importance and meaning of work</td>
<td>Individual career goals</td>
<td>The people involved with the project</td>
</tr>
<tr>
<td><strong>Technology</strong></td>
<td>“If it ain’t broke, don’t fix it”</td>
<td>Necessary for progress</td>
<td>Practical tools for getting things done</td>
<td>What else is there?</td>
</tr>
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How Do You Manage Them?

- Everyone wants to succeed
- People want to feel valued
- No one likes conflict or operating out of fear
- Having all the arrows pointed in the same direction
- We all need clear communications
- Everyone likes to have fun!

From a Women’s Digest Article-Career
How Do You Manage Them?

- Ask people about their needs and preferences
- Offer options or as many choices as possible
- Personalize your style and be flexible
- Build on the strengths of each individual
- Choose people with varied backgrounds and perspectives

From AARP Article- Leading a Multigenerational Workforce
HR and Talent Management Issues for “Business Officers” as HR Managers

- Recruitment, Retention and Diversity
- Performance Management
- Recognition and Rewards
- Staff Development
- Employee Relations and Labor Relations
- Managing Organizational Change
Recruitment at UC

• The “Promise vs. The Potential” of a Career
• Compensation is Not at Market
• Sourcing Diverse Candidate Pools
• Applicant Tracking
• Reference Checking

UC Staff Policies – 14 Affirmative Action, 20 Recruitment and 21 Appointment
Retention at UC

- Professional Development
- Benefits – “The Golden Handcuffs”
- Understanding Your Role in the Mission
- Knowledge Transfer
- Career Management

UC Staff Policy 50 Professional Development
Diversity at UC

Educate and communicate the Diversity Value Proposition

Presidential Policy – Nondiscrimination and Affirmative Action Policy Regarding Academic and Staff Employment

Regents and President’s Initiative on Inclusion and location Climate Councils

http://www.universityofcalifornia.edu/diversity/

UC Staff Policy 12 Non Discrimination
How to Motivate Employees
Recognition and Rewards

• Understanding Multi Generational Workforce Management
• Importance of Work/Life Balance
• Compensation and Incentive Awards
• Succession Management
• Development Opportunities

UC Staff Policies: 30 Salary, 34 Incentive Awards, 50 Professional Development, 51 Reduced Fee Enrollment
Performance Management

• Continuous communication
• The “Process”
  – Set goals and objectives
  – Communicate expectations
  – Measure and evaluate
• Look to the future – Development opportunities
• Annual written appraisal

UC Staff Policy – 23 Performance Management
Organization Change Management

• Know the ongoing organizational needs
• Coordinate with location HR Office
• Comply with rights & obligations
• Focus on the position not the person
• Know the policy and labor agreement provisions

UC Staff Policies: 60 Layoff and Reduction in Time and 61 Release
Recruitment, Selection & Diversity
(Case Study)

• Behavioral competencies
  – Technical knowledge/Experience
  – Communication/ Interpersonal skills
  – Flexibility/ Problem solving
  – Team work/Leadership
  – Valuing Diversity

UC Staff Policies: 2.210 Absence from Work,
20 Recruitment, 21 Appointment,
12 Nondiscrimination, 14 Affirmative Action
Your Resources … when in doubt ASK

• Human Resources office

• Labor Relations contracts

• System wide Human Resources policies
  – http://atyourservice.ucop.edu/
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Вопросы

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Perguntas