Human Resources Forum

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Vice President Human Resources
Office of the President

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Forum Agenda

✔ HR Mission
✔ HR Structure
✔ HR Strategy
✔ HR Q and A
UCOP Human Resources Mission
To Add Strategic Value

HR functions we fulfill.....

- Employee Relations
- Labor Relations
- Compensation
- Benefits
- Policy
- Compliance
- Retirement Programs
- Recruitment
- Training and Development
- Performance Management
- HR Data Systems
The University of California

HR STRATEGIC VALUE CONTINUUM

**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:**
  - NOW

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

  **Timing:**
  - Completed in 2-3 Days

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

  **Timing:**
  - One month to 2 Quarters

**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:**
  - One year or more

  **Regenerating Improvement**
## Employee Relations and Policies Strategic Plan

### Strategic Themes: Operate as an excellent employer

**Mission:** Build an environment of employee engagement, empowerment and involvement where people can offer their best; equip managers with tools, resources and a policy framework that facilitates an effective operating environment

<table>
<thead>
<tr>
<th>STRATEGIES</th>
<th>SO THAT…</th>
<th>FUTURE IMPLICATIONS</th>
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<tbody>
<tr>
<td>* Reorganize the functions, distinguishing ER from LR</td>
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<td>* Increase interface with non-represented groups</td>
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<td>* Have overall ER strategies lead Labor strategies</td>
<td>* We continually improve our reputation with all employees</td>
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<td>* Increase employee engagement and satisfaction</td>
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<td>* Tap into the desire to drive productivity via discretionary effort</td>
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<td>* Acknowledge non represented as a key constituency</td>
<td>* Sets the environment to attract and retain the best</td>
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<td>* Maintain a degree of operational flexibility via the non represented population</td>
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<td>* Drives productivity by increasing satisfaction and engagement</td>
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### Labor Relations Strategic Plan

#### Strategic Themes: The contract is central to how we operate

#### Mission: Constantly engage unions and locations to foster a stable, predictable, compliant Labor Relations environment

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<tr>
<td>• Advance a “constructive engagement” doctrine</td>
<td>• We collaborate and deal on the basis of “mutual interests” where possible</td>
<td>• Labor peace and stability whenever possible</td>
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<tr>
<td>• Leverage UC as large employer with multiple unions</td>
<td>• We don’t allow lingering issues to create feelings of bad faith</td>
<td>• Focus on operational contract terms vs. just wages and benefits</td>
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<td>• Commit to timely settlements</td>
<td>• We stabilize our operating environment</td>
<td>• Minimization of external influences on UC</td>
</tr>
<tr>
<td>• Acknowledge “closed contract” as a preferred state</td>
<td>• We neither advantage or disadvantage employees based on union represented status</td>
<td>• Evaluate feasibility of interest-based bargaining</td>
</tr>
<tr>
<td>• Acknowledge LR strategies as a component of ER strategies</td>
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We neither advantage nor disadvantage employees based on union represented status.
Compensation Programs & Strategy Strategic Plan

Strategic Themes: Move toward aligning with markets (particularly total cash); leverage all aspects of remuneration

Mission: Development of compensation/rewards framework and position evaluation methodology that account for relative level of contribution and emphasize pay for performance

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<tr>
<td>• Emphasize Market-Based practices&lt;br&gt;• Take a systemwide view of practices&lt;br&gt;• Derive common frameworks for position evaluation and performance management&lt;br&gt;• Gain efficiencies in reporting and compliance via HRIS&lt;br&gt;• Understand the role of cash compensation</td>
<td>• We lay the foundation to adjust pay practices to our relevant markets&lt;br&gt;• We drive consistency of practices, set appropriate review and monitoring systems&lt;br&gt;• Provide timely accurate data and transactions to the President and The Regents&lt;br&gt;• We balance all other types of rewards within a total package</td>
<td>• Moving toward market alignment allows us to make competitive talent choices&lt;br&gt;• Logical implementation of pay practices will drive internal credibility to help us attract and retain talent&lt;br&gt;• Moving beyond defensive approaches to compensation (industry standards)&lt;br&gt;• A sustained excellent workforce and university</td>
</tr>
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Benefits Programs & Strategies Strategic Plan

Strategic Themes: Align programs to markets, leverage our size and emphasize employee value

Mission: Manage and create a health benefits strategy and programs that enhance the well-being of our employees and their families

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| • Control costs and create value for employees through plan design  
• Focus on giving employees choices and alternatives  
• Leverage UC’s Medical enterprise as subject matter expert and provider | • We establish programs that are market competitive and sustainable  
• Acknowledge differences in employee’s value equations and move from “one size” mentality  
• We more effectively leverage UC medical expertise | • Stabilization of cost curve  
• Emphasize employee responsibility in a less paternalistic culture  
• Possibility of expanding UC Med as a primary service provider could have cost and Employee Affiliation benefit |
**Pension & Retirement Programs Strategic Plan**

**Strategic Themes: Leverage value of Defined Benefit architecture and Retiree Health program**

**Mission:** Manage and create programs that reward long service and help provide for post-employment income and healthcare

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<td>• Use PEB recommendations as our guide to sustainable offerings</td>
<td>• We offer continued value to the UC population</td>
<td>• A workforce that reflects institutional priorities</td>
</tr>
<tr>
<td>• View all retirement plans and retiree health as integrated parts of the employee / talent lifecycle</td>
<td>• Move forward with more balanced programming</td>
<td>• Leverage Post Employment Benefits as a strategic talent advantage</td>
</tr>
<tr>
<td>• Balance programs with market practices</td>
<td>• Drive workforce behavior that builds on UC’s premier status as an institution</td>
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# Talent Management & Staff Development Strategic Plan

**Strategic Themes: Programs to better manage Human Capital, the University’s primary asset**

**Mission:** Design an approach, strategies and programs to hire, deploy, develop and retain the best people in their respective fields

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<td>Resource this area, not just on paper</td>
<td>We create an internal environment where organizational opportunity meets readiness of individuals</td>
<td>Prepare for a more dynamic post recession job market</td>
</tr>
<tr>
<td>Inject Talent discussions into all aspects of HR programs</td>
<td>We improve our status as a preferred employer</td>
<td>Establish bench strength in key functions</td>
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<tr>
<td>Evaluate support systems and current practices to support the mission</td>
<td>We develop leaders and subject matter experts with opportunity for both</td>
<td>We have backup and succession plans for key positions in the organization (consider organization-wide succession planning)</td>
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<tr>
<td>Leverage our talent pool of 180K EEs</td>
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- **FUTURE IMPLICATIONS**
  - Prepare for a more dynamic post recession job market
  - Establish bench strength in key functions
  - We have backup and succession plans for key positions in the organization (consider organization-wide succession planning)
Retirement Administration Service Center
Strategic Plan

Strategic Themes: Use technology to expand the RASC service concept

Mission: Build a state-of-the-art retirement processing center and service experience that helps employees transition to the next phase of their lives

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| • Build newly insourced center, with Service and Technology as primary points of emphasis  
  • Look to extend continuous learning and service concept | • We maintain the smooth operation of this valued set of programs  
  • We extend UC best practices to other employee service areas | • Consider if this concept can be scaled for other transactional work |
**HR Systems & Data Strategic Plan**

**Strategic Themes:** Use relevant data to drive Human Resource decision making

**Mission:** Gather, track and report on relevant metrics that influence decisions on Human Capital

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<td>• Explore Internet and feasibility of using some</td>
<td>• We take advantage of efficiencies gained through</td>
<td>• We leverage our vast human capital more effectively</td>
</tr>
<tr>
<td>common systems across UC</td>
<td>systems and collaboration</td>
<td></td>
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<tr>
<td>• Work with Senior Management to develop Human</td>
<td>• We use readily accessible data to manage the</td>
<td></td>
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<tr>
<td>Capital metrics</td>
<td>enterprise</td>
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HR

Q and A