Human Resources and People Management Practices

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Business Officer Institute
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What percent of our costs are people related?

1. 30%
2. 50%
3. 70%
4. 90%
People Management
Is
Enterprise Management
Talent Management Continuum

Strategy

- Talent Acquisition & Employment
- On Boarding & Training
- Performance Management
- Management & Leadership Development
- Succession Planning
- Workforce/Talent Planning

Employee Engagement & Experience
Have you seen or are you familiar with the HR Strategic Plan?

1. Berkeley: 8%
2. Davis: 13%
3. Irvine or Riverside: 13%
4. Los Angeles or OP: 13%
5. Merced: 14%
6. San Diego: 25%
7. San Francisco: 6%
8. Santa Barbara: 6%
9. Santa Cruz: 3%
Talent Acquisition

- Strategic Hiring
- Landscape for Employment is Changing
- Visibility in Social Media
- Competitive Branding
- OnBoarding for Performance
UC Employee Engagement Survey

Strengths:

• **Supervisory Relationships** – positive, respectful

• **Work/Life Balance** – flexible schedules

• **Personal Development** – opportunities for personal growth
UC Employee Engagement Survey

Opportunities to Address:

• **Development** – professional and career
• **Involving by Communicating** – listening, informing, and honest dialogue
• **Managing Performance** – whether strong or unacceptable, and pay-for-performance
Talent Management for Strategic Impact

- **Staff Planning** – organizational opportunity meets readiness of individuals
- **Professional Development** - for motivation, attraction and retention
- **People Management Series** – core skills for today’s environment
- **Performance Management** - for results, accountability and motivation
Employee and Labor Relations

- Understand the Contracts
- Your Impact on Collective Bargaining
- Take Corrective Action
- Costs of Poor Performance
Questions & Comments
Appendix

HR Strategy 2010 - 2014
**Vision**
- “The headline”
- The ideal Future State
- Incorporates operating environments, philosophy and way of doing business
- Takes into account external perception of an entity

**Strategy**
- Multiple targets or initiatives
- Involves a series of aligned tactics
- Incorporates the movements of multiple units/functions
- Takes into account external perception of an entity

**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

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

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

**Timing:**
- **NOW**
  - Completed in 2-3 days
- **One month to 2 quarters**
- **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

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<tr>
<th>STRATEGIES</th>
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| • Reorganize the functions, distinguishing ER from LR  
• Increase interface with non-represented groups  
• Have overall ER strategies lead Labor strategies | • We continually improve our reputation with all employees  
• Increase employee engagement and satisfaction  
• Tap into the desire to drive productivity via discretionary effort  
• Acknowledge non represented as a key constituency | • Sets the environment to attract and retain the best  
• Maintain a degree of operational flexibility via the non represented population  
• Drives productivity by increasing satisfaction and engagement |
**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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<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>
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<tr>
<td>• Acknowledge “closed contract” as a preferred state</td>
<td></td>
<td>• Evaluate feasibility of interest-based bargaining</td>
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**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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| • Emphasize Market-Based practices  
  • Take a systemwide view of practices  
  • Derive common frameworks for position evaluation and performance management  
  • Gain efficiencies in reporting and compliance via HRIS  
  • Understand the role of cash compensation | • We lay the foundation to adjust pay practices to our relevant markets  
  • We drive consistency of practices, set appropriate review and monitoring systems  
  • Provide timely accurate data and transactions to the President and The Regents  
  • We balance all other types of rewards within a total package | • Moving toward market alignment allows us to make competitive talent choices  
  • Logical implementation of pay practices will drive internal credibility to help us attract and retain talent  
  • Moving to more proactive approaches to compensation (industry standards)  
  • A sustained excellent workforce and university |
**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 relations affiliation benefits |
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 our 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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## 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 the RASC 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 browser-based systems and feasibility of using some common systems across UC</td>
<td>• We take advantage of efficiencies gained through systems and collaboration</td>
<td>• We leverage our vast human capital more effectively</td>
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<tr>
<td>• Work with Senior Management to develop Human Capital metrics</td>
<td>• We use readily accessible data to manage the enterprise</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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| • Resource this area, not just on paper  
• Inject Talent discussions into all aspects of HR programs  
• Evaluate support systems and current practices to support the mission  
• Leverage our talent pool of all 180,000 employees | • We create an environment where organizational opportunity meets readiness of individuals  
• We improve our status as a preferred employer  
• We develop the best leaders and subject matter experts and provide advancement opportunities for both | • Prepare for a more dynamic post recession job market  
• Establish bench strength in key functions  
• We have backup and succession plans for key positions (consider organization-wide succession planning) |