

BEST PRACTICES, Human Resources

Title: Institute of Certified Professional Managers - Management World Archives: Best Practices # 378

Source: James Madison University

Co Area:

Addl Info: http://cob.jmu.edu/icpm/management_world/mwbparchive.htm

Abstract: This site lists brief monthly newsletters from January 2004 - some of the topics -

Focus on Business Processes: The Missing Link
Giving Employees What They Want
Inclusion Key for Productive Workforce
Ethics for Sale
Ten Most Common Managerial Mistakes That Lead to Litigation
From Manager to Leader
Don't Do What Joe Did--Make Recognition Really Count
Performance Based Succession Planning
Capturing the Value of "Generation Tech" Employees
Clear Communication
Top Reasons to Seek Certification
Becoming an Outstanding Communicator

Title: Workplace Success Stories - Recognition Strategies for a Diverse Workforce # 440

Source: University of California Berkeley

Co Area: EEO

Addl Info: <http://hrweb.berkeley.edu/seads/success/success.htm>

Abstract: The Workplace Success Stories Recognition Program provides a vehicle to collect and widely disseminate information about successful workplace practices in the areas of equal employment opportunity (fairness), affirmative action (representation), and diversity (inclusiveness). Nominated departments who meet the selection criteria, focused around a particular theme each year, receive recognition, and their success stories are shared with the entire campus community in a variety of venues with hopes that the successful practices will be adapted by other departments. Each year a call goes out and Chancellor Berdahl encourages departments to submit nominations. Several Vice Chancellors also send out memos encouraging departments within their control units to submit nominations.

Approximately 40 proposals are showcased and are listed by - Category | Workplace Issues Addressed | Department | Control Unit/Division

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Title: Establishing a Tobacco-Free Policy on Campus: The OTC Story # 461

Source: Ozarks Technical Community College **Co Area:** Student Affairs

Addl Info: http://search.otc.edu/search?q=cache:PFub-gO7fuYJ:www.otc.edu/Documents_Tobacco_Free/TY1Fixedenlarged.ppt+Establishing+a+Tobacco-Free+Policy&access=p&output=xml_no_dtd&ie=UTF-8&lr=lang_en&client=default_frontend&site=default_collection&proxystylesheet=def

Abstract: A completely tobacco-free campus is still almost unheard of. This is not to say that policymakers, students, and staff are unaware of the inherent problems and debris of tobacco use on campus, it has just seemed an insurmountable problem to date. Ozarks Technical Community College (OTC) in Springfield, Missouri took the leap to eradicate tobacco use from the college grounds in fall of 2003 after much consideration and planning, and upon reaching the conclusion that it was just the right thing to do.

Title: Human Resource Policy Manual # 504

Source: Commonwealth of Virginia **Co Area:**

Addl Info: <http://www.dhrm.state.va.us/hrpolicy/policy.html>

Abstract: A very good website listing personnel policies

Policy Categories: - General Policies | Equal Opportunity and Employment Practices | Compensation Management | Benefits Management | Management Development and Training | Records Management

Alphabetical Listing of Policies:
Interpretive Policy Guides:

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Title: Human Resources and the Internet

622

Source: Cornell University

Co Area:

Addl Info: <http://www.ilr.cornell.edu/library/research/subjectGuides/hrInternet.html>

Abstract: More and more organizations are concerned about falling behind the technology curve. They are using the Internet or Intranets to provide and communicate information to their employees and to create more efficient workplaces. The human resources department is often at the center of this effort.

Introduction
Arbitration and Mediation
Benchmarking and Best Practices -
Benefits and Compensation
Books and Publications
Company Information
Consultants
Diversity in Employment
Employment and Labor Law
Ergonomics
Global HR
Government
HR and Related Online Magazines
HR Graduate Programs
Intranet/Internet
Job Searching
Knowledge Management
Labor
Miscellaneous
News and Media Sites
Professional Associations and Organizations
Retirement
Safety and Health
Salary Information
Sexual Harassment
Staffing
Starting Points
Statistical Sites
Telecommuting
Training and Development

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Title: Higher Education Administration; A Guide to Legal, Ethical and Practical Issues # 699

Source: Book by Norma Goonen & Rachael Blechman **Co Area:** EEO

Addl Info: [Check local library for book](#)

Abstract: Decision making in higher education is a complex process of balancing conflicting needs and interests while adhering to the law; the institution's mission, values and standards; and the practical considerations necessary for its fiscal and operational health.

Chapters related HR issues

2. Hiring Issues
 3. Compensation and Employment Issues
 4. Promotion and Tenure Issues
 5. Terminations, Nonrenewals, and Reductions in Force
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Title: UT System Institutional Best Practices # 776

Source: University of Texas System **Co Area:**

Addl Info: <http://www.utsystem.edu/eac/BestPractices.htm>

Abstract: "Best practices" offers a snapshot of innovative and model employee programs from all UT System institutions, collected via an annual survey. The above link leads to the 64 page document prepared in 2002-2003. Links for updates are also listed on the above page.

Title: Tobacco Use and College Campuses: Health Implications and Best Practices # 782

Source: University of Hawaii **Co Area:**

Addl Info: http://www.hawaii.edu/smokingpolicy/facts/tobaccouse_assets/TobaccoUseandCollegeCampuses.pdf

Abstract: The Mission: To help everyone in the University community including students, faculty, and staff to not start using tobacco products, to quit using tobacco products if they wish to, and to not be exposed to tobacco smoke.

1. Introduction
 2. Tobacco Use Among College Students
 3. Tobacco Marketing to College Students
 4. Second-hand Smoke
 5. Smoking in the Workplace
 6. Detrimental Impacts of Second-hand Smoke Outdoors
 7. Other College Campuses
 8. CDC Best Practices
 9. Tobacco Use in Hawai'i
 10. Current University of Hawai'i Policy
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Title: Human Resources Efficiencies (2005)

785

Source: Florida Atlantic University

Co Area:

Addl Info: [Contact Human Resources](#)

- Abstract:**
- (1) Leadership – University of Central Oklahoma – We like this program. We are looking at a similar concept at FAU. We are working on considerably enhancing our supervisory training program to better develop our supervisors/manager to be more knowledgeable, confident, and decisive when it comes to supervising skills.
 - (2) Direct Deposit – George Mason University – We have a similar program at FAU.
 - (3) Times of Crises and Emergency – FSU – We really like this concept and will be doing some further research with the HR department at FSU.
 - (4) Work/Life Balance – Barry University –
 - (5) Workplace Violence – FSU – Interesting program.
 - (6) Centralized Web Application – North Carolina State University – SCT Banner is capable of doing this but we have not had an opportunity to test it thoroughly to see if it would work at our university.
 - (7) GUIDE – FSU – This type of program is characteristic of their employee relations approach. We have prided ourselves in taking a much more “hands-on” approach in working directly with supervisors and employees through their employee relations issues. However we do recognize that we should have more useful tools for supervisors on our website.
 - (8) Position Classification Structure – George State University – We are in the process of planning out our classification restructure with a goal of decreasing the number of position titles used at this university.
 - (9) Problem Resolution – University of Memphis – Interesting concept.
 - (10) e-HR – Self Service – FSU – Of course we have the Banner OWLS at the university. FSU’s program appears to be branching the self service concept throughout all of their areas. We have a few current projects that are similar to some of their projects. Our entire classification process is on-line. This has reduced the processing time considerably since it was implemented. We are also working on an on-line employment application process/applicant tracking program that should prove to be very efficient in streamlining our recruitment process. One future project is having all position descriptions on line so that departments can access the data at any time to make updates as needed.
 - (11) Work Life Connections – George Mason University – These are two nice programs. We would like to send out a nice “Welcome to the University” message for all of our new employees. We plan on taking individual pictures during orientation and send out a message to the university public once a week to welcome each new employee. The message would include their picture, name, title and department.

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(12) Effective Technology Training – University of Georgia – Nice program implemented by their IRM department. Once we hire our new Training Manager we can look at possible ways to team up with IRM where appropriate.

(13) Virtual HR – Virginia Commonwealth University – We have already done some of these types of things at FAU. We have a goal of revising our current website to be more interactive and better tailored for our customers.

(14) Web and Benefits Information – University of Georgia – We are looking at adding a benefits orientation link on our website (using power point). The new hire letters of offer could refer them to the link so that they would have a chance to learn more about their benefit options before the actual new hire orientation.

(15) Training Services – North Carolina State University – This was an interesting concept.

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Title: Human Resources Efficiencies Continued (2005)

786

Source: Florida Atlantic University

Co Area:

Addl Info: [Contact Human Resources](#)

- Abstract:**
- (1) More than an Annual Review – Excellent concepts. Part of our upcoming training efforts will be concentrating on performance appraisals both from the employee and supervisor perspective.
 - (2) My Professional Development – Good concept.
 - (3) New Employee Orientation – This may be what we are experiencing. We are in the process of evaluating our current orientation program. We more than likely will end up making adjustments so that we are focusing more on the University's philosophy, work environment and expectations.
 - (4) Making Campus Meetings More Effective
 - (5) Performance Review Process for Classified Staff – They have set up a very user-friendly process. Right now our performance appraisals are not kept on a database where supervisors could access and modify. This would be a possible project for our technical position once he has completed the on-line application project.
 - (6) Establishing The Wisconsin Union as an Ideal Work Environment – There are things that employees like that would set FAU a part for the surrounding market.
 - (7) Certification Assistance Program – This is interesting.
 - (8) HR Works To Improve Hiring
 - (9) Campus-wide Employee Recognition Program
 - (10) Document Imaging and Workflow for Staff Recruitment – The on-line applicant process should accomplish some of this.
 - (11) The Ten Best Ways to Reward Good Work – It's important find ways to reward excellence. Great employees that are not recognized will either leave the university or become frustrated and eventually lost interest in their work.
 - (12) Are Your Parental-Leave Policies Legal? – We are actually in the process of revising our parental leave policy to better clarify the options for both parents. Our policy is fair since fathers are allowed up to 12 weeks of parental leave under FMLA or the 6 months of parental leave – both would run concurrently.
 - (13) Annual Performance Evaluation Exercise with Academic Staff Employees – Interesting approach.

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Title: Paid Outside Work # 845

Source: University of Newcastle

Co Area:

Addl Info: <http://www.newcastle.edu.au/policylibrary/000835.html>

Abstract: The 2007– 2011 University of Newcastle Strategic Plan asserts the need to protect and further the University’s interests by developing and implementing a comprehensive and robust risk management framework. It is in the interests of the University for members of staff to participate in appropriate paid outside work activities which bring benefits to the institution while promoting or maintaining the professional standing of staff.

Policy Intent - This policy provides a framework for the undertaking of paid external work by academic and non-academic staff.

Policy Objectives - The objectives of this policy are:

- i. to encourage staff participation in consultancies which bring opportunities and benefits to the University, its staff and its clients;
- ii. to facilitate the negotiation and determination of contracts bringing significant benefits to the University and its staff whilst ensuring full cost recovery and compliance with relevant legislation;
- iii. to provide a flexible management framework to cover the range of paid outside work opportunities available to the staff of the University;
- iv. to define the University's expectations of the types of paid outside work to be undertaken by staff which involve or implicate the University, including ensuring the proper functioning of the School or Faculty of the staff member; and
- v. to provide guidance to persons inside and outside the University as to the range of paid outside work which can be undertaken using the University’s name, services, or resources, either directly or by implication.

Title: Best Practices in Maintaining Personnel Files # 871

Source: University of California Riverside

Co Area: University Wide

Addl Info: http://accounting.ucr.edu/docs/payroll/personnel_file.pdf

Abstract: PowerPoint presentation covering Content, Periodic Reviews, Content Organization, and Access & Release of Records.

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Title: Strategy Manager: Enhancing the Implementation of Strategic Planning by Effectively Organizing and Managing Strategic Initiatives # 875

Source: Florida State University

Co Area: University Wide

Addl Info: <http://www.sacubo.org/awards/bestpractices/archive/2009bp/>

Abstract: Anecdotal data suggest that Strategic Plans often become “coffee table books” or “dust collectors” on the shelf. The literature on strategic planning in higher education cites two consistent gaps identified with this phenomenon. One is managing implementation and follow-through; the other is establishing a clear line of sight so that frontline staff can connect their job with the strategic plan. The Florida State University Office of Human Resources has developed and implemented an online tool called “Strategy Manager” to address the identified gaps stated above and to successfully align our HR strategic assessment, planning, and budgeting with the FSU Division of Finance and Administration’s goals.

After the initial framework was complete, Strategy Manager was piloted by all units in HR. The response from directors, managers, and staff was positive, specifically with its simplicity to the user and the ability to see expectations, results and alignment of all strategic activity within the department.

The next step will be to fully integrate Strategy Manager into a departmental budget request template that will give decision makers informed connections between the budget requests and F&A’s strategic goals, thus more informed resource allocation decisions.

Title: Texas A&M University Employee Service Center # 893

Source: Texas A&M University

Co Area: Controller's Office - Payroll

Addl Info: <http://www.sacubo.org/awards/bestpractices/archive/2009bp/>

Abstract: Due to Texas A&M University’s decentralized approach to human resource and payroll operations for its 8,500 full time and 7,500 part time employees, it is hard for employees tasked with this function to keep up to date on the many changes in benefits, leave, and retirement rules when this is typically an add-on to their duties. In response to this challenge, the Employee Service Center (ESC) was established to be an employee’s primary resource for any employment-related issue, including benefits, pay, leave, retirement, job opportunity, workers’ compensation and employee development and training. Combining these functions in one area has also helped to streamline processes where duplication of effort was identified.

Since its opening, the ESC has worked to continuously improve its performance. Daily it receives more than 200 calls, visits or emails, answering the phone in at least three seconds and responding to the questions in less than twenty-four hours.

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Title: The IRSC Way: Better, More Efficient and Customer Friendly # 967

Source: Indian River State College

Co Area:

Addl Info: <http://www.sacubo.org/awards/bestpractices/archive/2009bp/>

Abstract: The initiative to revise administrator and staff performance appraisals was begun by identifying a task team for the project. The task team, lead by Human Resources, was comprised of a cross section of administrators and staff.

The implementation included elevating the process to an on-line accessible template for improved efficiency and ease in completion by the evaluators. The end product resulted in a paradigm shift, replacing the previous numeric based evaluations with a format of simple performance rankings around levels of "meeting expectations." Expanding narrative boxes for each criteria of performance allowed for brief critiques focused on growth and developmental feedback. The new format devoted sections to immediate and long term individually based performance plans; individually considered professional development plans; and discussion of individual job functions that support the college mission.

Human Resources mirrored the concept of electronic ease in the recruiting arena. The objective was to simplify the reviewing of recruiting pools by hiring committees. While the college undertook the beginning stages of the cost benefit analysis of purchasing off the shelf programs, as opposed to developing an in-house automated recruiting system, a stop gap measure for increased efficiencies became an expanded use of scanning, combined with e-mail delivery of applications. The measure demonstrated creative and successful use of existing tools. Community focused recruiting was an added service that paid off with better educated applicants regarding requirements of accreditation for instructional positions, as well as what to expect with the Indian River recruiting processes as a whole.

The last leg of the customer friendly and efficiency based changes undertaken was to better serve the entire HR customer base of Indian River State College. Through ongoing cross training, a job buddy system and job rotations within the Human Resources Department, service capability was increased. Success was evidenced across several HR functionalities where back-ups for service needs could readily be found when "key owners" might be otherwise occupied or off site. Actual job rotations shift primary ownership of functionalities, offer support by a back-up buddy, and allow progression of depth and growth in HR expertise. With the beginning of the fall semester, '08-'09, the department added one more dimension with extended office hours during registration weeks and by appointment through the remainder of the year.

Title: Best Practices for Campus Morale # 1020

Source: University of California Riverside

Co Area: University Wide

Addl Info: http://www.morale.ucr.edu/pdf/best_practices.pdf

Abstract: Best Practices is a dynamic process through which the University ensures that a commitment to excellence, as identified through its mission statement and established goals, is enhanced by all facets of University operations. This process is best achieved within a culture of collaboration and knowledge sharing. Best Practices draws on the talents and knowledge of all personnel to identify current successful practices, evaluate their effectiveness and explore options for improvement, which are then documented, shared and adapted for use by others.

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Title: Managing a Reductions in Force at FSU: Developing and Implementing HR Cost Management Tools During A Budget Crisis # 1052

Source: Florida State University

Co Area:

Addl Info: <http://www.sacubo.org/docs/bestpractices/2010/Managing.pdf>

Abstract: Like many universities across the nation, The Florida State University is faced with an ongoing budget crisis. The scope of budget reductions over the last year and a half due to the economic recession, cuts in funding, and decreases in foundation prospects have continued to be beyond expectations. After cuts in operational expenses, restructuring exercises, seeking other creative revenue sources, and any other option to avoid layoffs it was apparent that there would be an unavoidable impact on the university's workforce in terms of reduction in force (RIF). In response to the RIF, the Office of Human Resources analyzed the needs of the organization from a human capital perspective. This meant taking into consideration the financial and legal implications for the University and the morale of the employees. Through the analysis it was determined that processes, contingencies, and various tools for deans, directors, and department heads needed to be established. These tools included: a Voluntary Separation Program, Comprehensive Layoff Model, Employee Transition Services, and a Contingent Furlough Policy. The tools and processes provided responsible financial and legal consideration, created new ways to reduce budgets, ensured processes were fair and dignified for impacted employees, and put in place an employment transition process to help employees affected by the crisis. Having these tools, processes and the methodology to assess what tools best fit the situation with successful implementation, is a best practice that can help with retrenchment and reallocation during tough financial times.