



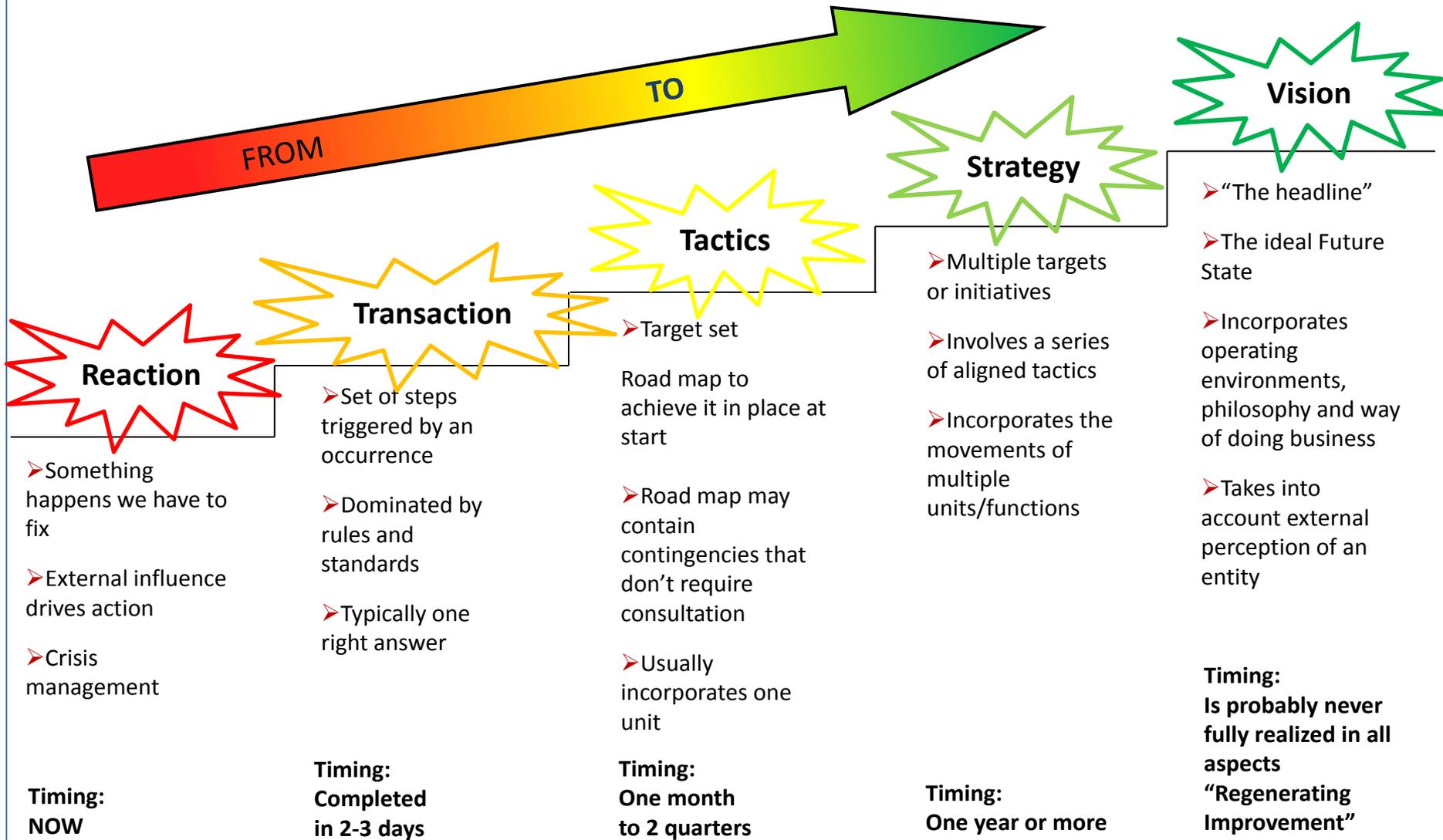
UNIVERSITY
OF
CALIFORNIA

Human Resources

Strategic Plan

2010-2014

Strategic Value Continuum



HR Strategic Plan - 2010-2014

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

STRATEGIES	SO THAT...	FUTURE IMPLICATIONS
<ul style="list-style-type: none">• Reorganize the functions, distinguishing ER from LR• Increase interface with non-represented groups• Have overall ER strategies lead Labor strategies	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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

HR Strategic Plan - 2010-2014

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

STRATEGIES	SO THAT...	FUTURE IMPLICATIONS
<ul style="list-style-type: none">• Advance a “constructive engagement” doctrine• Leverage UC as large employer with multiple unions• Commit to timely settlements• Acknowledge “closed contract” as a preferred state	<ul style="list-style-type: none">• We collaborate and deal on the basis of “mutual interests” where possible• We don’t allow lingering issues to create feelings of bad faith• We stabilize our operating environment	<ul style="list-style-type: none">• Labor peace and stability whenever possible• Focus on operational contract terms vs. just wages and benefits• Minimization of external influences on UC• Evaluate feasibility of interest-based bargaining

HR Strategic Plan - 2010-2014

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

STRATEGIES	SO THAT...	FUTURE IMPLICATIONS
<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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

HR Strategic Plan - 2010-2014

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

STRATEGIES	SO THAT...	FUTURE IMPLICATIONS
<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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

HR Strategic Plan - 2010-2014

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

STRATEGIES	SO THAT...	FUTURE IMPLICATIONS
<ul style="list-style-type: none">• Use PEB recommendations as our guide to sustainable offerings• View all retirement plans and retiree health as integrated parts of the employee / talent lifecycle• Balance programs with market practices	<ul style="list-style-type: none">• We offer continued value to the UC population• Move forward with more balanced programming• Drive workforce behavior that builds on UC's premier status as an institution	<ul style="list-style-type: none">• A workforce that reflects institutional priorities• Leverage our Post Employment Benefits as a strategic talent advantage

HR Strategic Plan - 2010-2014

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

STRATEGIES	SO THAT...	FUTURE IMPLICATIONS
<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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)

HR Strategic Plan - 2010-2014

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

STRATEGIES	SO THAT...	FUTURE IMPLICATIONS
<ul style="list-style-type: none">• Build newly insourced center, with Service and Technology as primary points of emphasis• Look to extend the RASC continuous learning and service concept	<ul style="list-style-type: none">• We maintain the smooth operation of this valued set of programs• We extend UC best practices to other employee service areas	<ul style="list-style-type: none">• Consider if this concept can be scaled for other transactional work

HR Strategic Plan - 2010-2014

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

STRATEGIES	SO THAT...	FUTURE IMPLICATIONS
<ul style="list-style-type: none">• Explore browser-based systems and feasibility of using some common systems across UC• Work with Senior Management to develop Human Capital metrics	<ul style="list-style-type: none">• We take advantage of efficiencies gained through systems and collaboration• We use readily accessible data to manage the enterprise	<ul style="list-style-type: none">• We leverage our vast human capital more effectively