



Human Resources and Allied Professionals Program



Working with Faculty as “Clients”

A Faculty Perspective on “Staff”

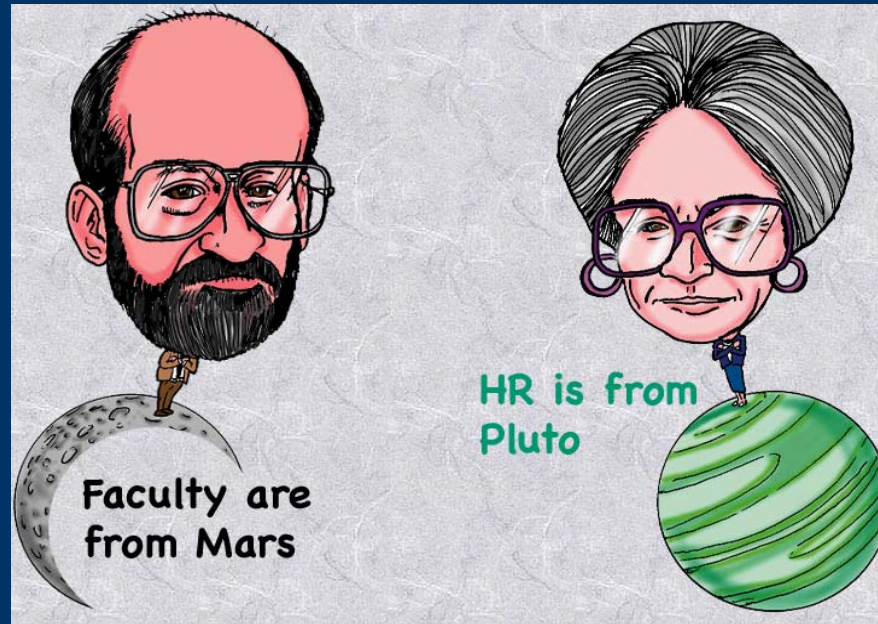
Lawrence B. Coleman
Professor of Physics, UC Davis
Vice Provost for Research



Human Resources and Allied Professionals Program



Working with Faculty as “Clients” *A Faculty Perspective on “Staff”*



Lawrence B. Coleman
Professor of Physics, UC Davis
Vice Provost for Research



Human Resources and Allied Professionals Program



Full Disclosure

- Faculty Member since 1976
- Director, Internship & Career Center
- Acting Associate Vice Chancellor –
 - Academic Programs
- Acting Vice Provost - Academic Programs
- Chair, Davis Division of the Academic Senate
- Vice Chair & Chair, Academic Council
- UC Vice Provost for Research



Reality Check

- All Faculty are Not the Same
- All Staff Members are Not the Same



- BUT Perceptions of Each are based on Experiences -- Good & Bad



Human Resources and Allied Professionals Program



Reality Check

- Stereotypes Abound
- Getting Past Perceptions and Stereotypes is our Goal
- BUT...



Human Resources and Allied Professionals Program



We'll Have Fun With Them Anyway !!



Human Resources and Allied Professionals Program



HR Professionals View of Faculty

2 Types

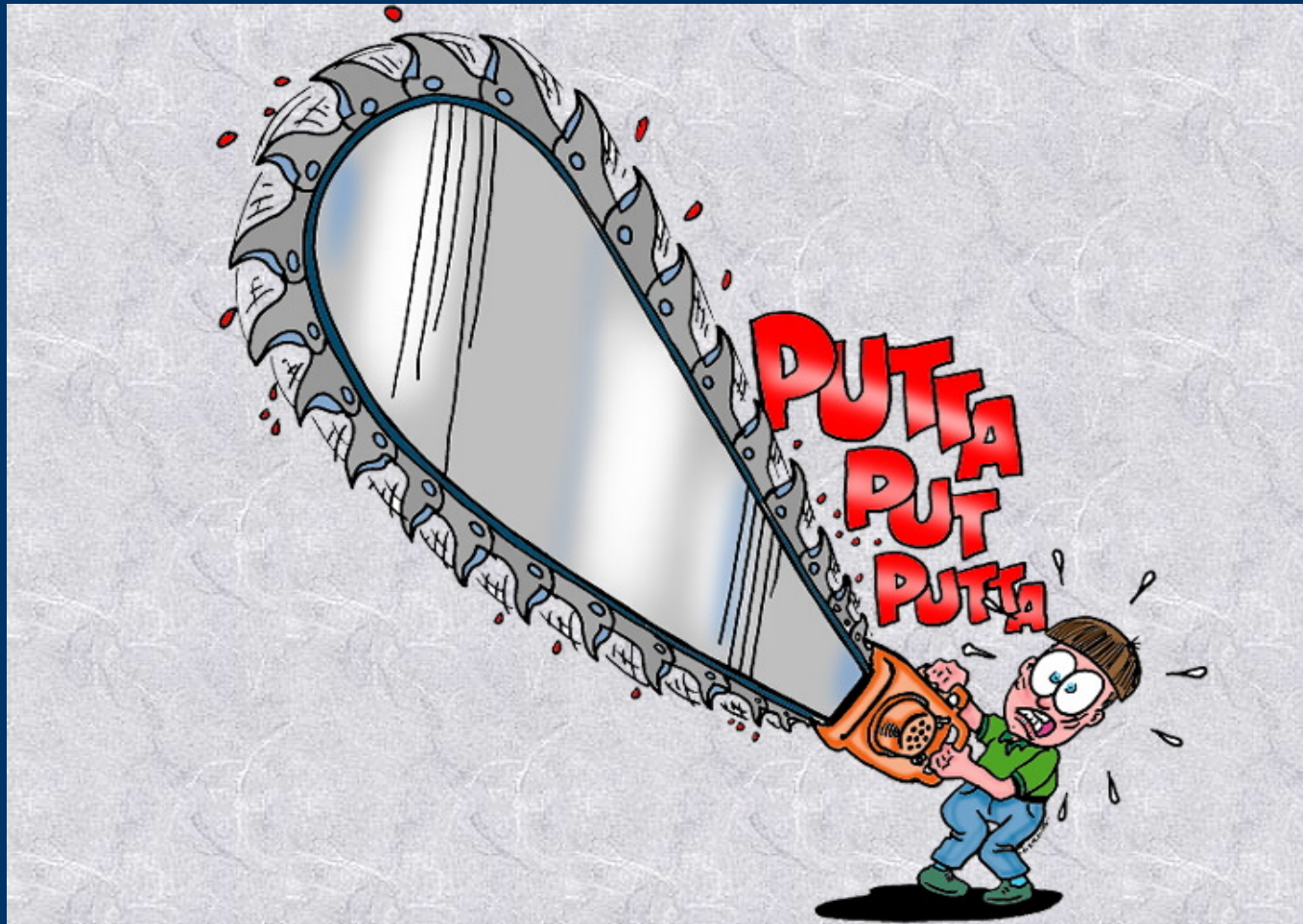


Human Resources and Allied Professionals Program





Human Resources and Allied Professionals Program





Human Resources and Allied Professionals Program



Faculty View of HR Staff



Human Resources and Allied Professionals Program





Human Resources and Allied Professionals Program



From the Faculty --

“How do I get these people

to do what I want?!”



Human Resources and Allied Professionals Program



From Human Resources --

“How do we get the faculty

with the program?!”



Human Resources and Allied Professionals Program



An all too familiar scene....

The HR Manager and

the Professor meet

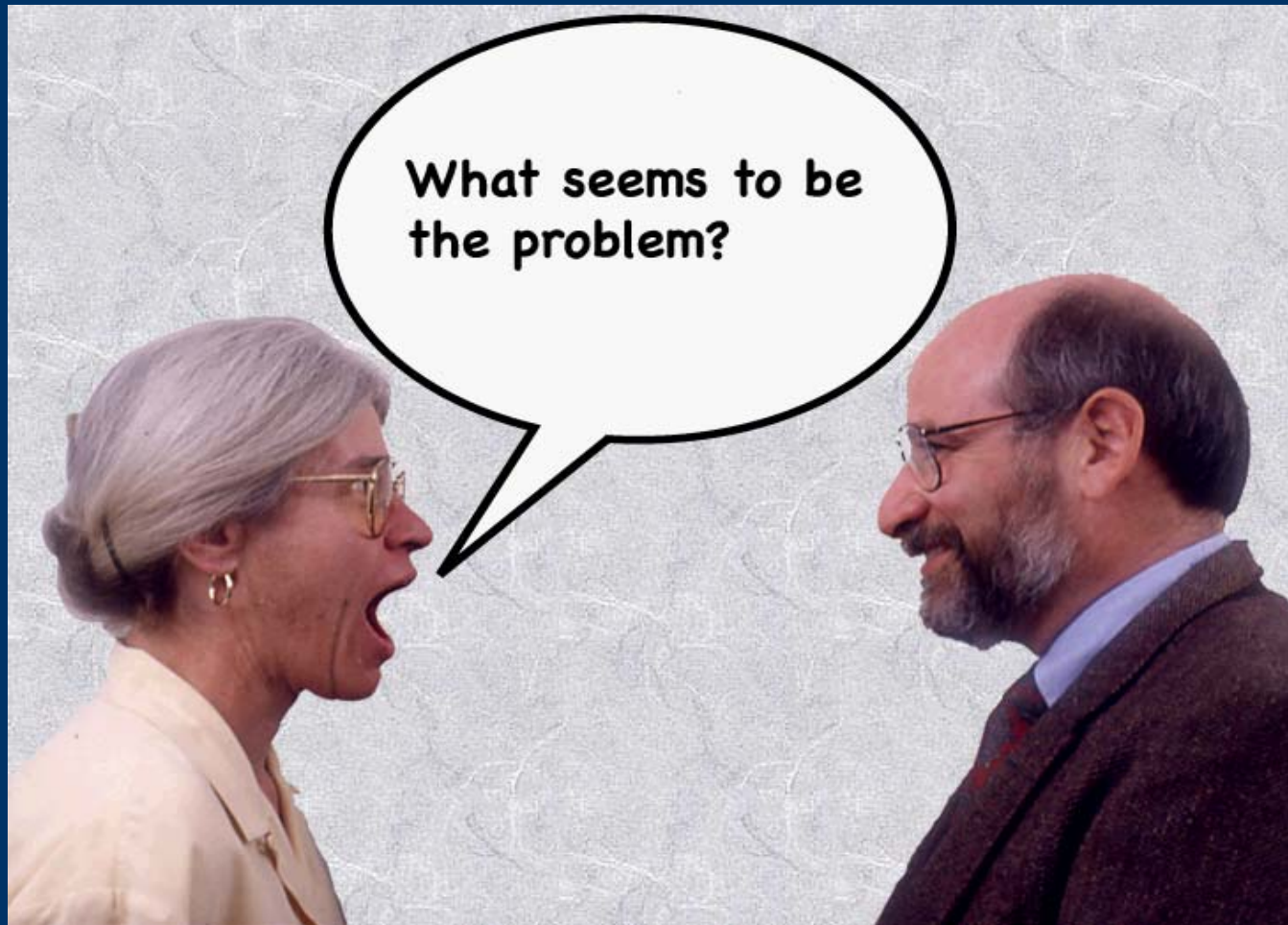


Human Resources and Allied Professionals Program



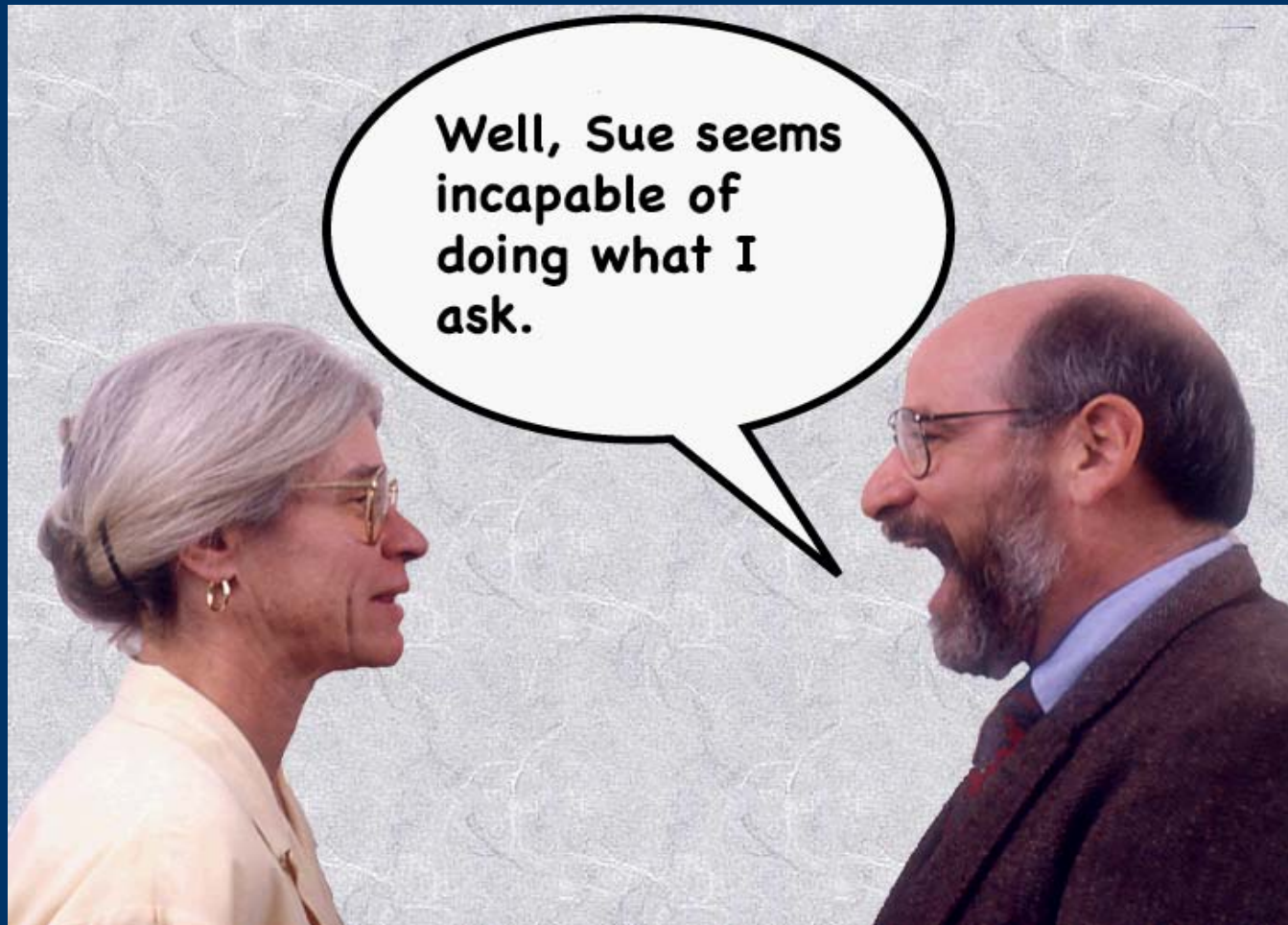


Human Resources and Allied Professionals Program





Human Resources and Allied Professionals Program



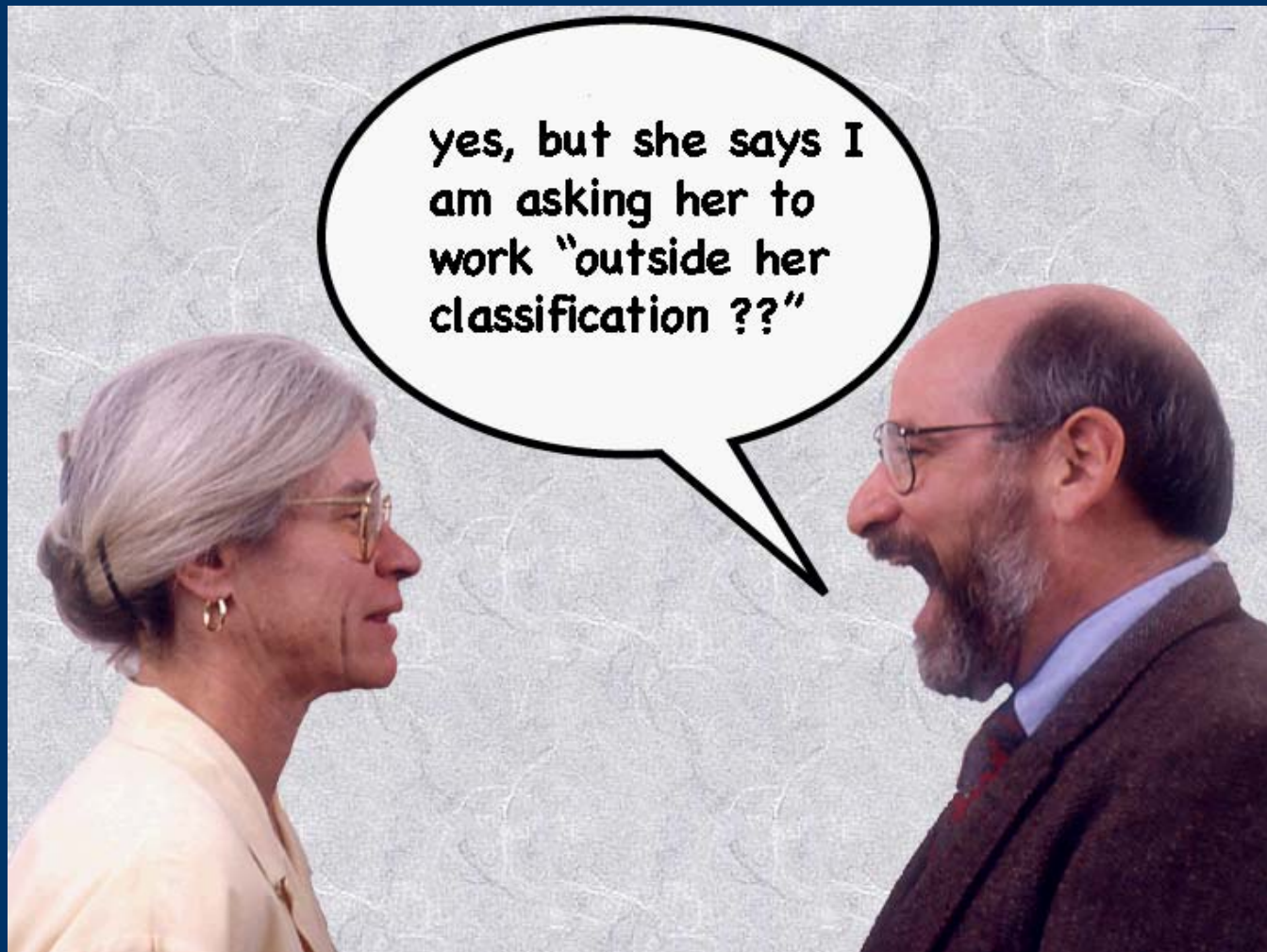


Human Resources and Allied Professionals Program





Human Resources and Allied Professionals Program



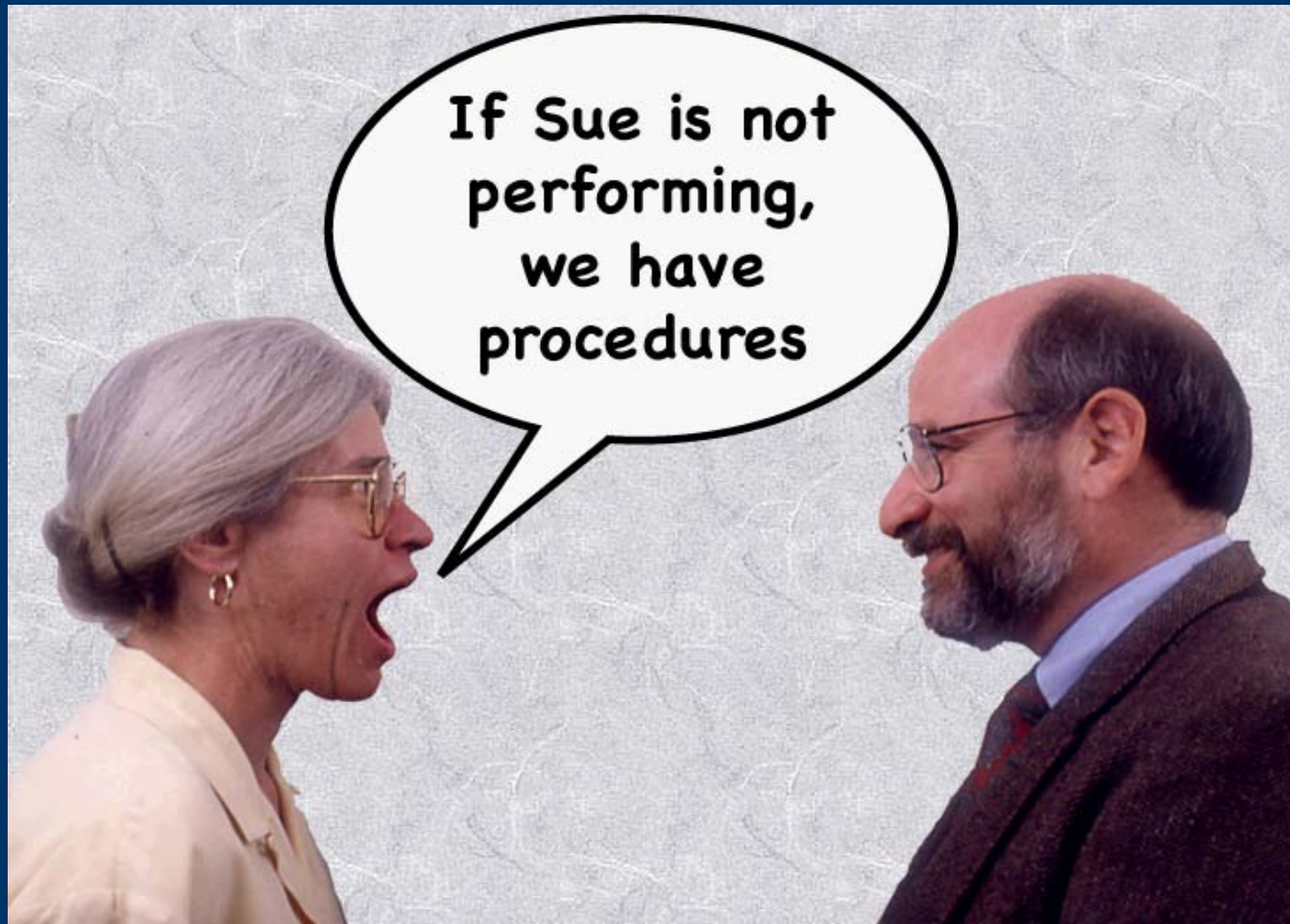


Human Resources and Allied Professionals Program





Human Resources and Allied Professionals Program





Human Resources and Allied Professionals Program





Human Resources and Allied Professionals Program





Human Resources and Allied Professionals Program





Human Resources and Allied Professionals Program





Human Resources and Allied Professionals Program



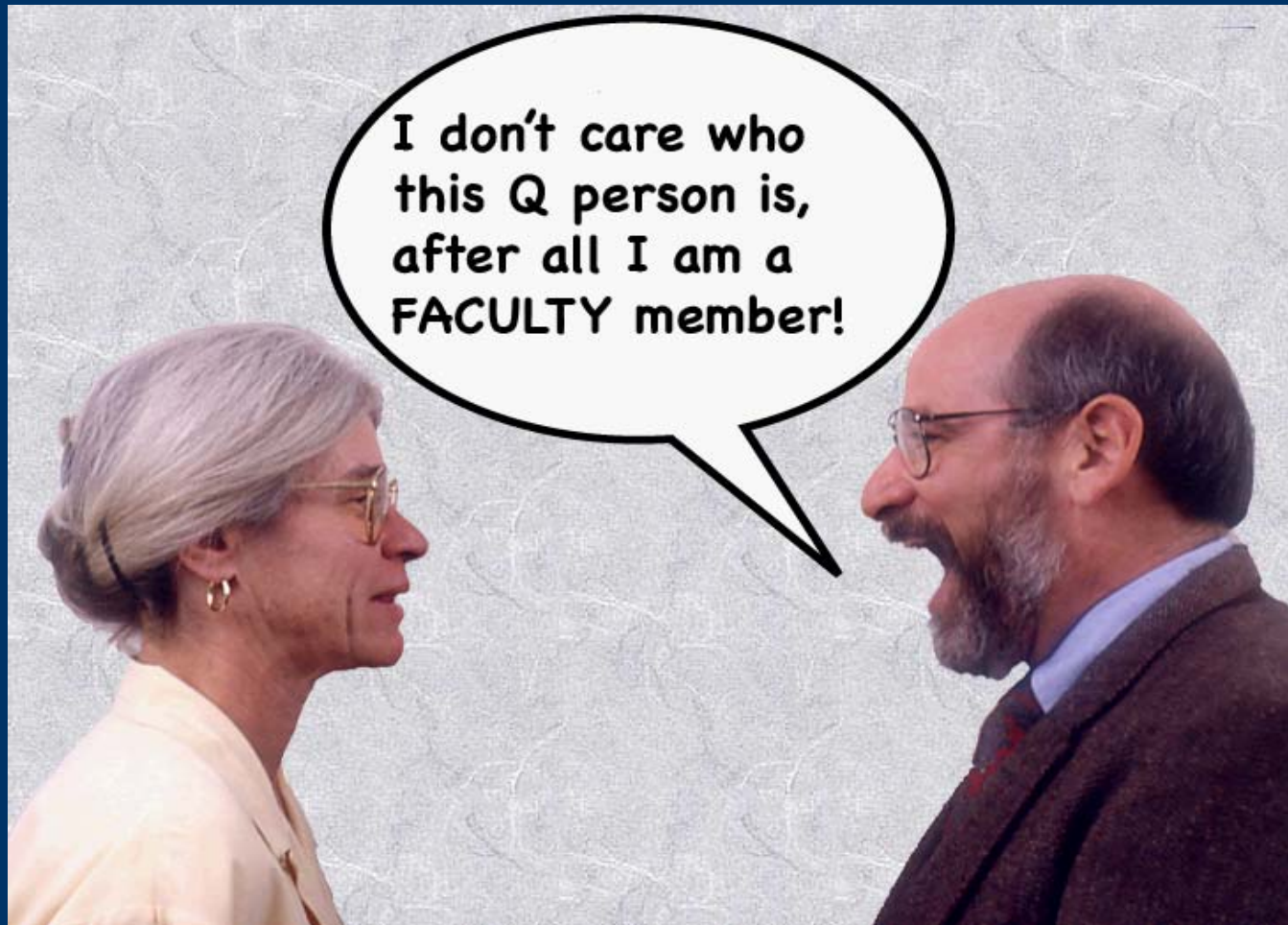


Human Resources and Allied Professionals Program





Human Resources and Allied Professionals Program





Human Resources and Allied Professionals Program





Human Resources and Allied Professionals Program





Human Resources and Allied Professionals Program





Human Resources and Allied Professionals Program





Human Resources and Allied Professionals Program





Human Resources and Allied Professionals Program





Human Resources and Allied Professionals Program



Why Some Faculty are “Difficult”

- Not Aware
- Bad Experiences
- I’m the *expert!*
- Remembers the “good old days”



Human Resources and Allied Professionals Program



Why Some Faculty are “Difficult”

- Not Aware
- Bad Experiences
- I’m the *expert!*
- Remembers the “good old days”
- Some faculty are just a Pain



Human Resources and Allied Professionals Program



Good Old Days*

Rules were few and made sense

*Perceived



Human Resources and Allied Professionals Program



Now*

- Lots more rules
 - Or so it seems
 - More Rules evolving from outside forces
 - More CY(UC's)A
-
- *Perceived



Human Resources and Allied Professionals Program



Faculty View of “Rules”



Human Resources and Allied Professionals Program



“Dumb” Rules

- Rules with no apparent rationale
- Rules that appear arbitrary
- Rules that seem designed to CYA
- Rules that appear to violate reason
- Rules written in “non-English”
- Rules that run counter to campus culture



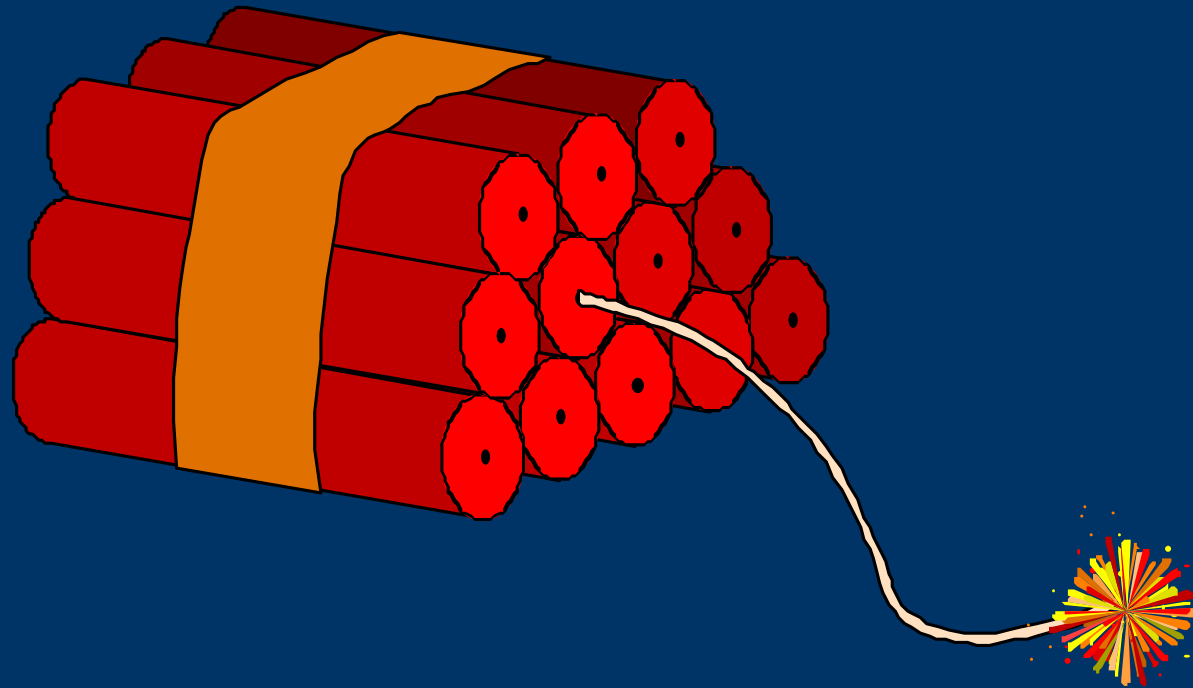
Human Resources and Allied Professionals Program



- Dumb Rules + Smart People =



Human Resources and Allied Professionals Program





Human Resources and Allied Professionals Program



Avoiding the Explosion

- Try and keep the faculty from seeing the rules
- Translate the rules into local idiom
- “Explain” the rationale for the rules
- Let the Faculty know you will work with them to “work” the rules



Human Resources and Allied Professionals Program



Date: Tue, 29 Nov 2005 17:05:34 -0800

To: faculty@physics.ucdavis.edu, "Physics Researchers":;

From: Tracy Lade <lade@physics.ucdavis.edu>

Subject: Proposal turn-around time

Sender: faculty-bounces@physics.ucdavis.edu

Physics PIs,

Researchers and staff have been very busy lately with proposal submissions, several of which have required a very quick turn-around time. I write to ask, therefore, that in order to provide Georgie, Tracey & Elizabeth with enough time to do a thorough job, and to help maintain their sanity(!), PIs provide Physics staff with at least one week to prepare your proposals for submission to the Office of Research.



Human Resources and Allied Professionals Program



Remember also that the Office of Research requires proposals be submitted to their office at least five days prior to the funding agency deadline in order to provide a full review. **Failure to provide five working days necessitates an emergency review by that office and the PI must assume full responsibility for all errors subsequently identified by the sponsor or the campus.**

Thank you for your consideration!

**Regards,
Tracy**

**Tracy Lade
Manager, Physics Department**



Human Resources and Allied Professionals Program



Perceived Helpfulness Scale & Control-Service Scale

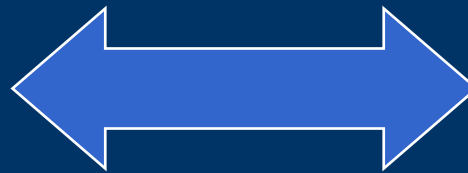


Human Resources and Allied Professionals Program



Control vs. Service

Control



Service



Human Resources and Allied Professionals Program



Maintaining Control while Serving the Faculty

- Create effective control via the perception of caring
- Create your local “rules” to support campus rules
 - local rules follow local culture
 - local rules support faculty over “them”
 - Local rules are flexible (within reason & “law”)
 - Local rules are well communicated
 - Local rules are fairly imposed

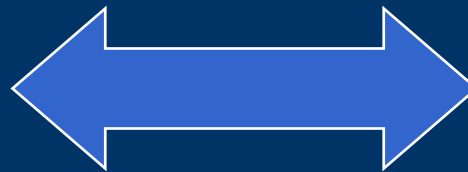


Human Resources and Allied Professionals Program



Perceived Helpfulness Scale

Helpful



An
Obstruction

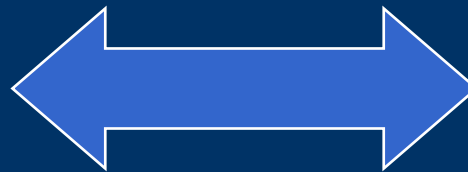


Human Resources and Allied Professionals Program



Perceived Helpfulness Scale

Helpful



**An
Obstruction**

Librarians,
Good Department Staff
Staff who do what I want!

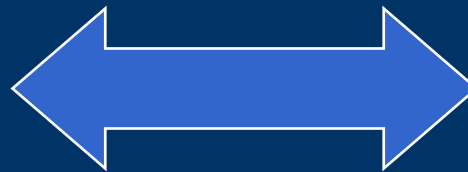


Human Resources and Allied Professionals Program



Perceived Helpfulness Scale

Helpful



An
Obstruction

Physical Plant
IT
Parking Control
HR, Risk Management
"Them"



Human Resources and Allied Professionals Program



Why YOU are NOT Helpful

As Seen by faculty

- Control Freak
- “All I get are rules, rules, rules!”
- Not Communicating
- “Who are you again!”
- “My Department staff never makes me do that!”



Human Resources and Allied Professionals Program



How to move Toward Helpful

- Talk to me
- Listen to me
- Show me you care - that you are on my side
- Don't just tell me that it cannot be done
 Help me do what I need done
- Remember I know physics, not HR rules



Human Resources and Allied Professionals Program



Service vs. Servitude



Human Resources and Allied Professionals Program



**How do you get the faculty
with the program ???**



Human Resources and Allied Professionals Program



How do you get the faculty with the program ???

- “ I’m from Human Resources I am here to help”



Human Resources and Allied Professionals Program



How do you get the faculty with the program ???

- “ I’m from Human Resources I am here to help”
- Leave the Clipboard and the Manuals in YOUR office, don’t bring them to mine



Human Resources and Allied Professionals Program



How do you get the faculty with the program ???

- “ I’m from Human Resources I am here to help”
- Leave the Clipboard and the Manuals in YOUR office, don’t bring them to mine
- Its Updating and Informing, NOT training



Human Resources and Allied Professionals Program



How do you get the faculty with the program ???

- “ I’m from Human Resources I am here to help”
- Leave the Clipboard and the Manuals in YOUR office, don’t bring them to mine
- Its Updating and Informing, NOT training
- Listen to me - Really Communicate



Human Resources and Allied Professionals Program



How do you get the faculty with the program ???

- “ I’m from Human Resources I am here to help”
- Leave the Clipboard and the Manuals in YOUR office, don’t bring them to mine
- Its Updating and Informing, NOT training
- Listen to me - Really Communicate



Human Resources and Allied Professionals Program



The Department Chair

- The Faculty's "Boss" ??
- In General Not a Trained Supervisor
 - Of either you or the faculty
- In general lead faculty by "big brother" not supervisor.
- Short Term (except Med School)
 - 5-6 years then back to faculty
- Come with their own experiences as faculty



Human Resources and Allied Professionals Program



HELP ME !!!

When you need “back up”,
who to call on for HELP!!



Human Resources and Allied Professionals Program





Human Resources and Allied Professionals Program



Your Examples Horror Stories and Questions



Human Resources and Allied Professionals Program





Human Resources and Allied Professionals Program





Human Resources and Allied Professionals Program



Spares store follows

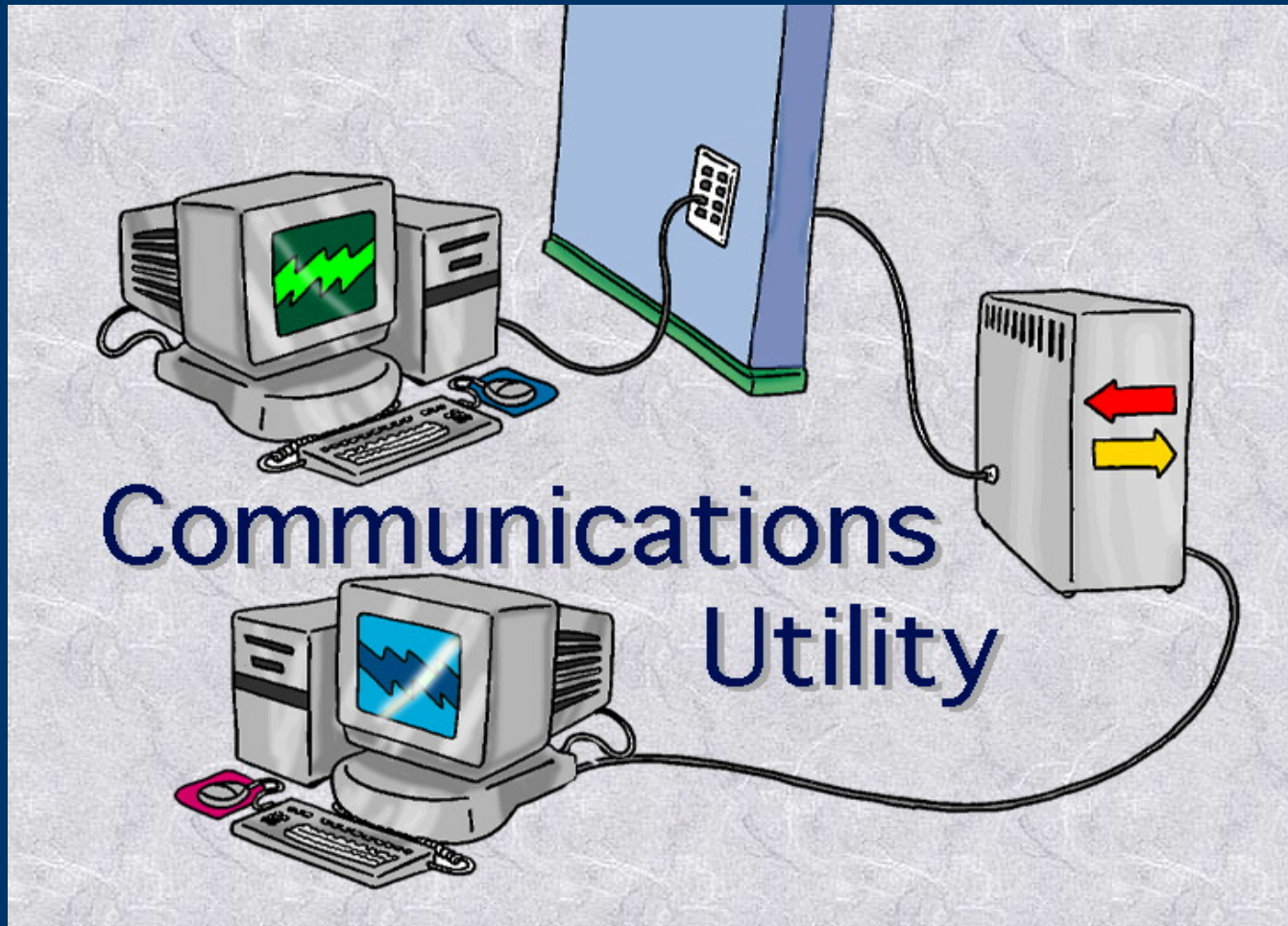


Human Resources and Allied Professionals Program





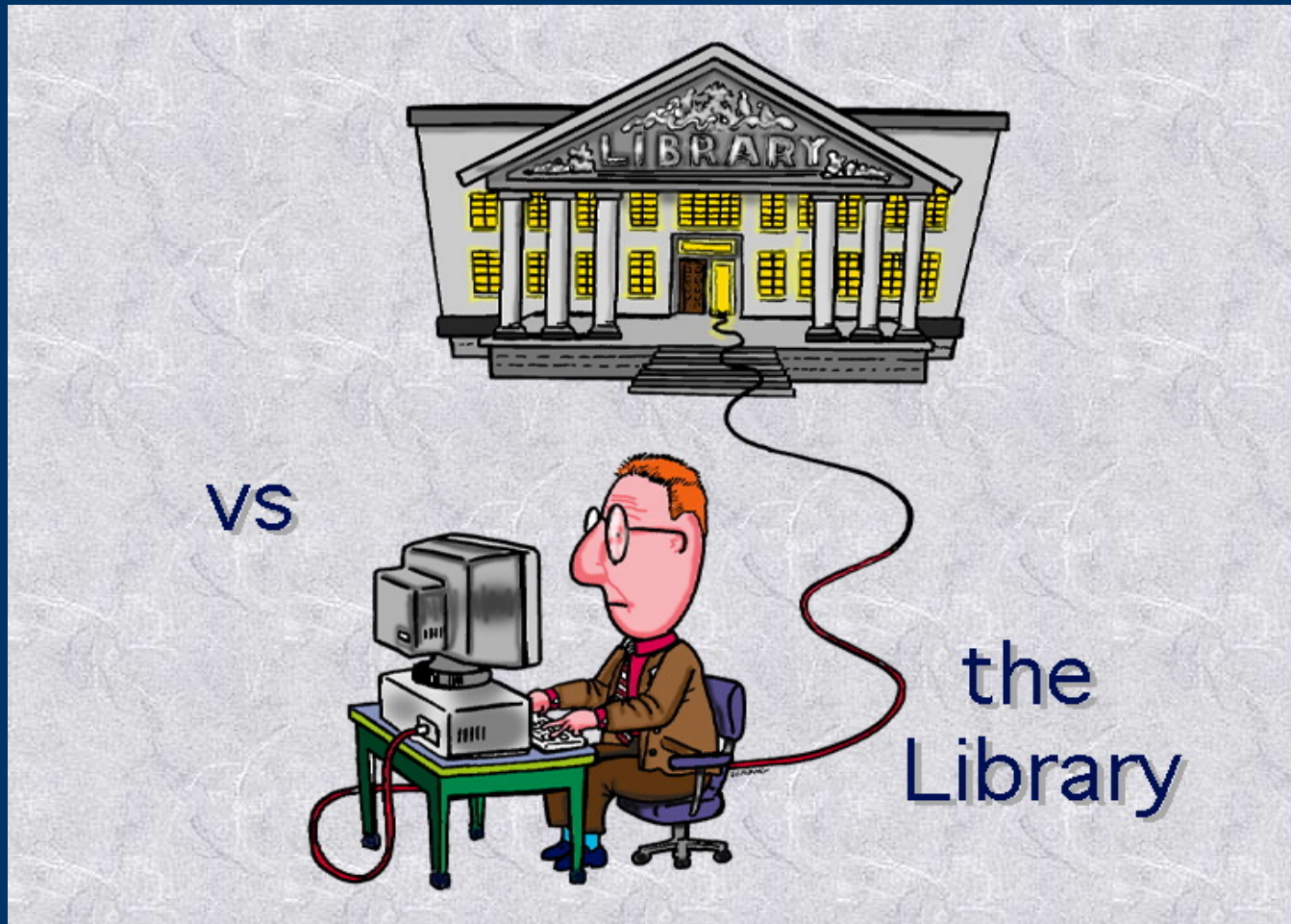
Human Resources and Allied Professionals Program



Communications
Utility

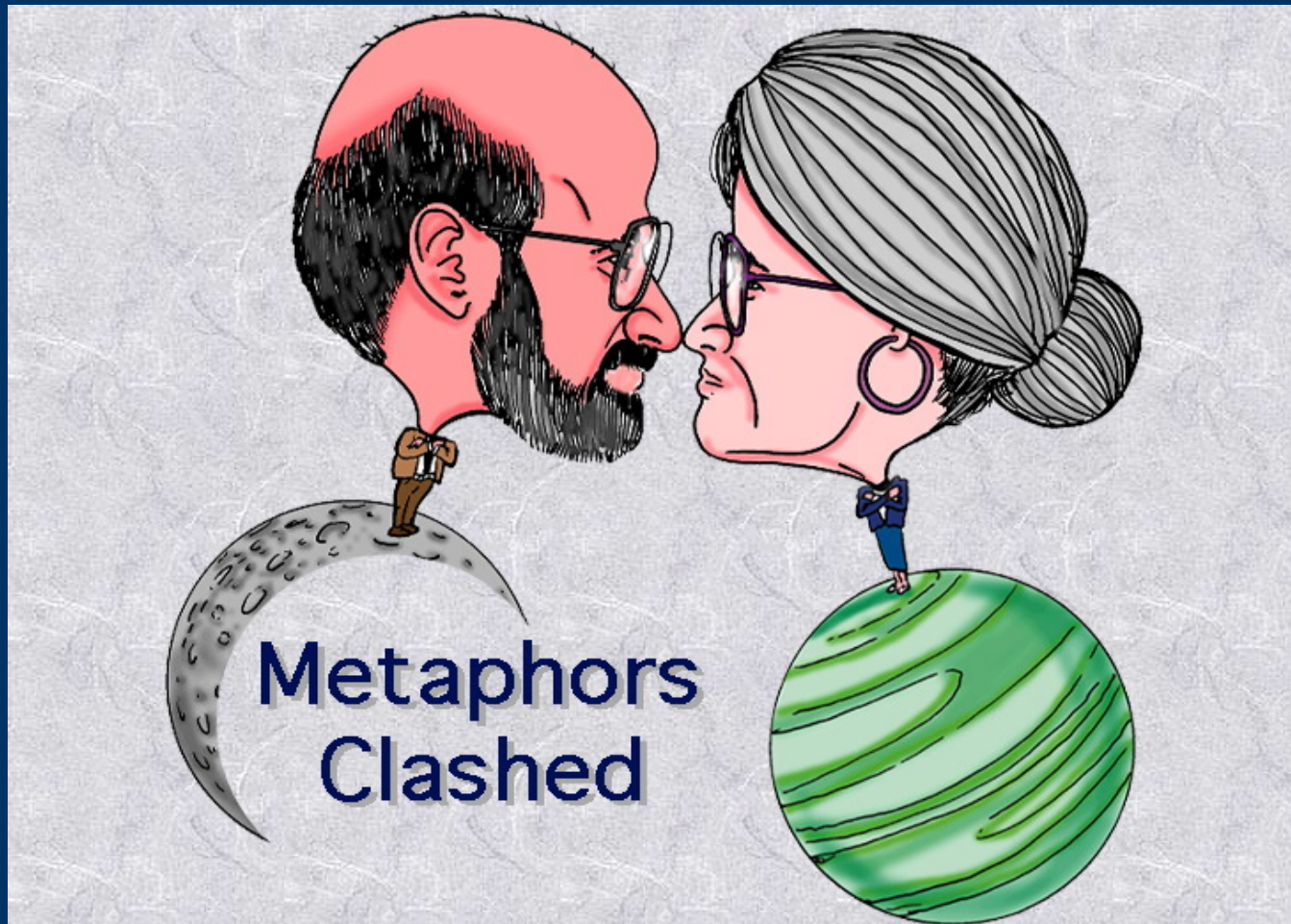


Human Resources and Allied Professionals Program



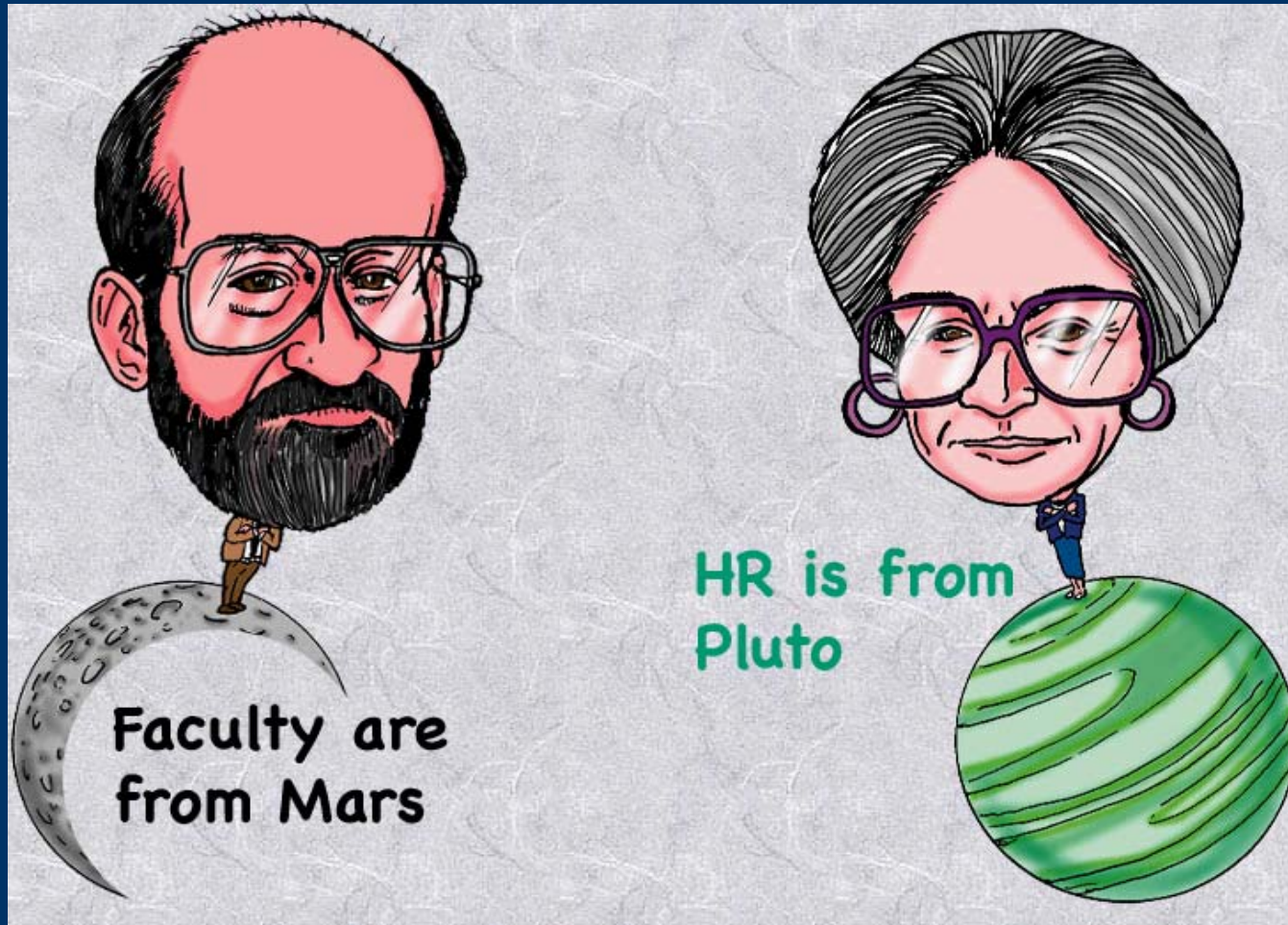


Human Resources and Allied Professionals Program





Human Resources and Allied Professionals Program





Human Resources and Allied Professionals Program

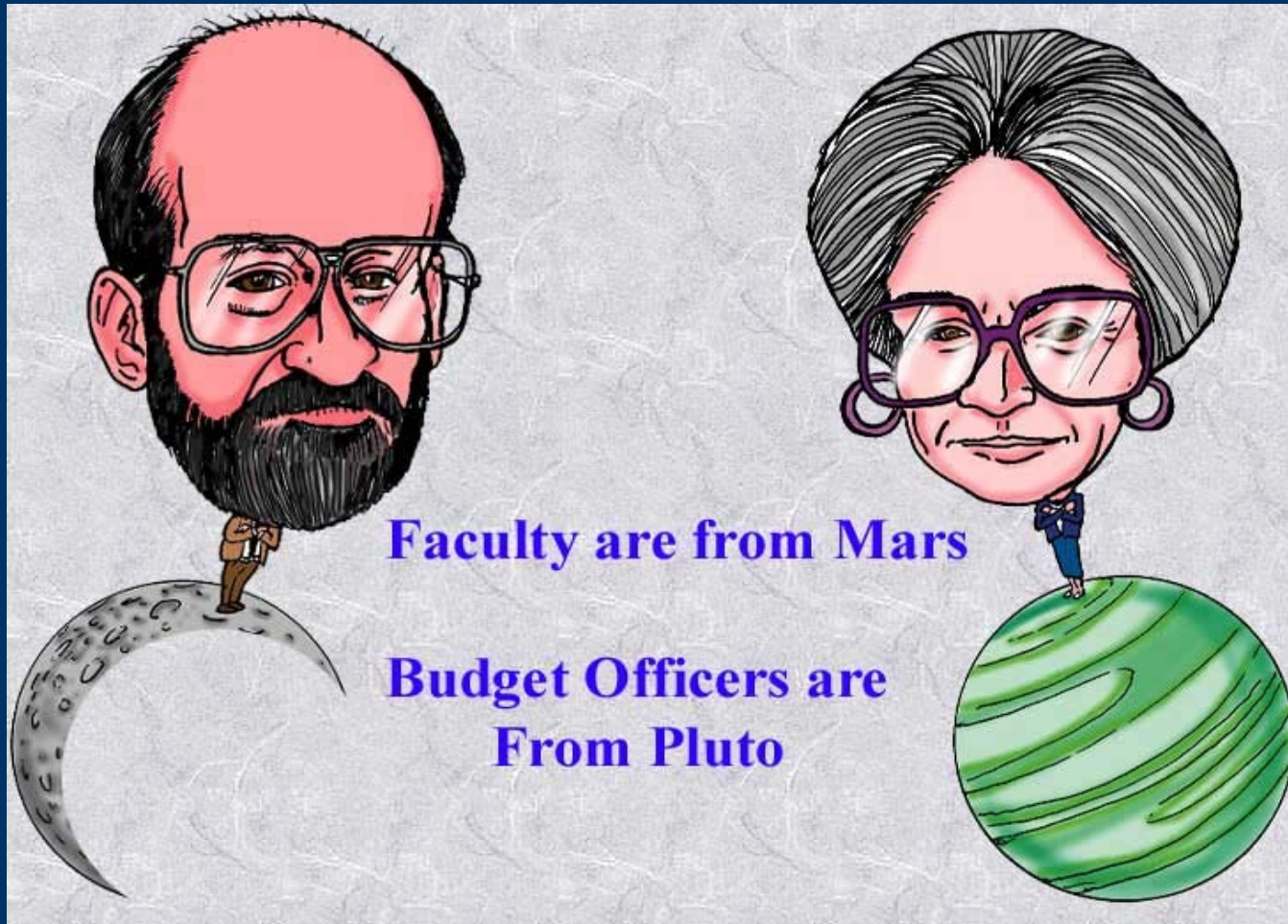


Title

Presenter



Human Resources and Allied Professionals Program





Human Resources and Allied Professionals Program





Human Resources and Allied Professionals Program





Human Resources and Allied Professionals Program

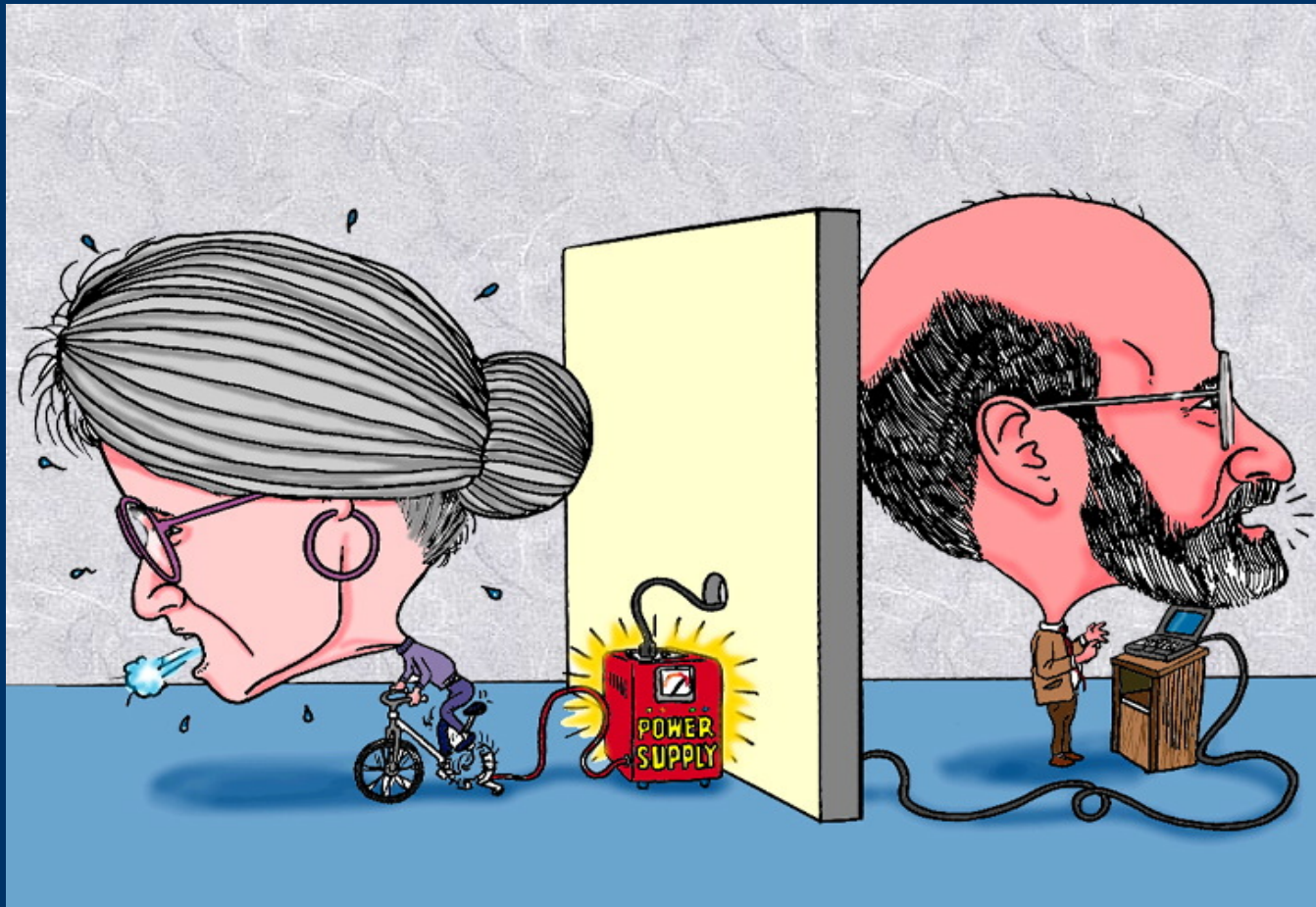


“Let us not forget,
please, who are the
the Servers and who are the
Servees.”

-- a former UCD Senate Chair
(not LBC) to the Registrar



Human Resources and Allied Professionals Program





Human Resources and Allied Professionals Program





Human Resources and Allied Professionals Program

