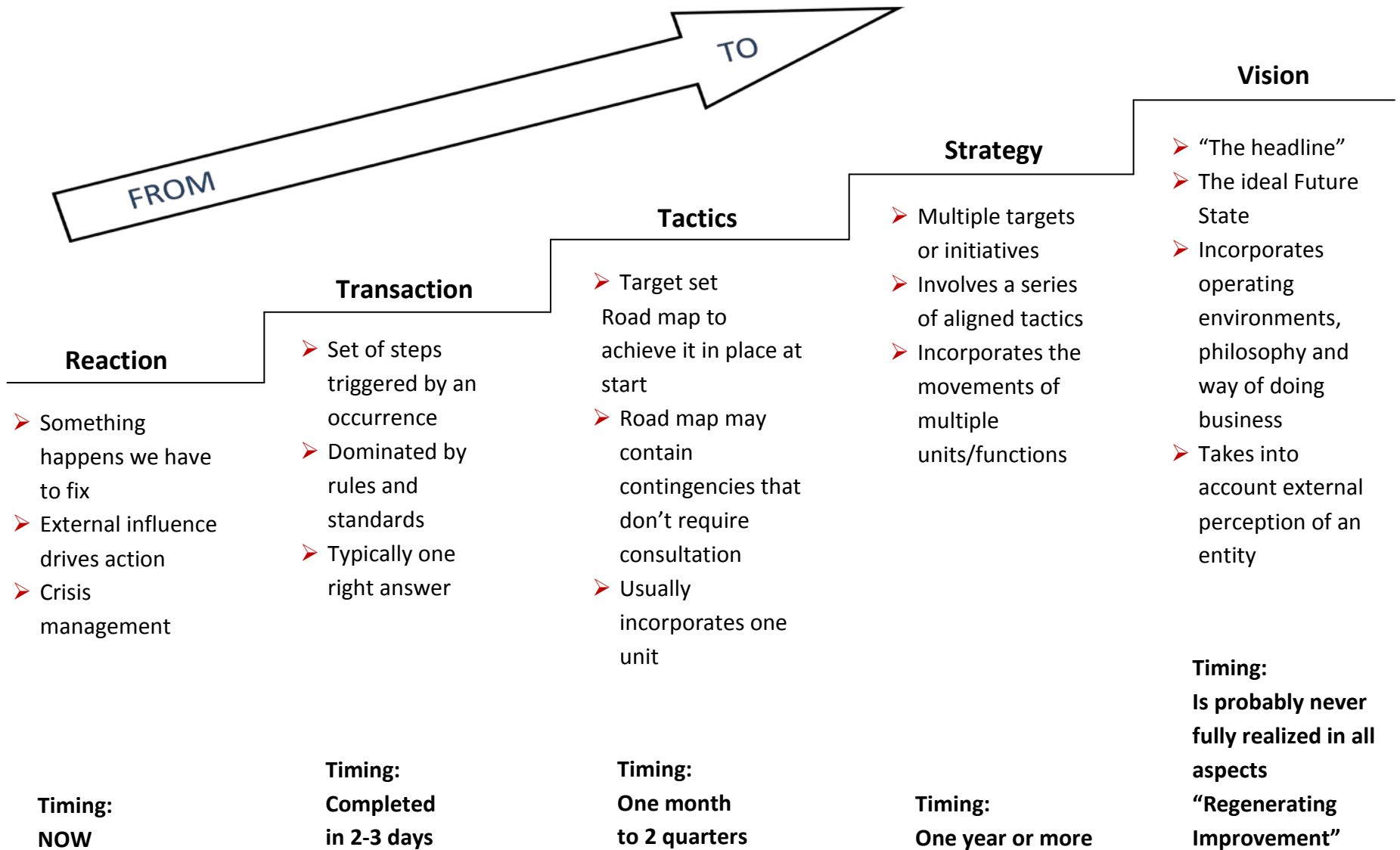


Strategic Value Continuum



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

Employee Relations and Policies Operating Plan

TACTICS, PROJECTS, ASSOCIATED ACTIONS	ISSUES ADDRESSED	SAMPLE 10-11 OBJECTIVES
<ul style="list-style-type: none"> • Create a new ER function • Engage Staff Assemblies in meaningful dialog • Create metrics around climate, performance management • Emphasize leadership competencies 	<ul style="list-style-type: none"> • Staff feel they matter to UC • Organization recognizes people management as a critical skill • Is a visible, measurable engagement report card 	<ul style="list-style-type: none"> • Develop staffing plan for ER • Attend CUCSA meetings and look to address various raised issues • Execute PEB communications plan for non represented employees

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

Labor Relations Operating Plan

TACTICS, PROJECTS, ASSOCIATED ACTIONS	ISSUES ADDRESSED	SAMPLE 10-11 OBJECTIVES
<ul style="list-style-type: none"> • Close open systemwide contracts • Start conversations on mutual interests / Joint Advocacy • Selectively engage on issues in advance of scheduled bargaining 	<ul style="list-style-type: none"> • Stabilize and normalize relations • Leverage of union employment to obtain external support • Establish trust and predictability 	<ul style="list-style-type: none"> • Use coalition setting to discuss strategic issues for unions and UC • Begin PEB interactions and negotiations proactively • Create contract administration training programs

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

Compensation Programs & Strategy Operating Plan

TACTICS, PROJECTS, ASSOCIATED ACTIONS	ISSUES ADDRESSED	SAMPLE 10-11 OBJECTIVES
<ul style="list-style-type: none"> • Develop SMG position evaluation methodology • Design and develop a total compensation philosophy that applies to all staff positions • Develop position-to-market study for all staff positions. Use SMAC for guidance • Inject compensation reporting capability into HRIS and Payroll projects 	<ul style="list-style-type: none"> • Effectively discontinue “slotting” methodology; gives flexibility to pay properly • Communicates our compensation philosophy and approach • Insures the development of appropriate monitoring and tracking capabilities 	<ul style="list-style-type: none"> • Complete SMG level Broad Banding • Develop and communicate agreed upon compensation strategy and philosophy

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

Benefits Programs & Strategies Operating Plan

TACTICS, PROJECTS, ASSOCIATED ACTIONS	ISSUES ADDRESSED	SAMPLE 10-11 OBJECTIVES
<ul style="list-style-type: none"> • Establish Facilitator Work Group on Health Care with Medical • Use Deloitte expertise to align with healthcare market • Examine current benefits support to campuses and employees 	<ul style="list-style-type: none"> • Leveraging of UC Medical across the enterprise • Market based approach to costs • Internal evaluation of processes and costs vs. external benchmarks 	<ul style="list-style-type: none"> • Create new H&W program offerings and designs • Keep H&W cost increases at or below market levels • Produce best practices for H&W administration

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

Pension & Retirement Programs Operating Plan

TACTICS, PROJECTS, ASSOCIATED ACTIONS	ISSUES ADDRESSED	SAMPLE 10-11 OBJECTIVES
<ul style="list-style-type: none"> • Remove pension headcount and resources from “ERRPS pool” • Create separate Collective Bargaining capability for PEB 	<ul style="list-style-type: none"> • Provide renewed focus and support for these critical programs • Ensure the implementation of program is consistent with themes from PEB Task Force 	<ul style="list-style-type: none"> • Launch comprehensive PEB educational/communications campaign • Prepare to implement plan changes as recommended by The Regents • Continue engagement with UC Faculty Welfare, UCRS Advisory Board, RSPAC, and other stakeholders

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)

Talent Management & Staff Development Operating Plan

TACTICS, PROJECTS, ASSOCIATED ACTIONS	ISSUES ADDRESSED	SAMPLE 10-11 OBJECTIVES
<ul style="list-style-type: none"> • Feature Talent discussions as primary in PEB Task Force • Inventory current UC talent practices in staffing and development • Inventory current leadership and supervisory training 	<ul style="list-style-type: none"> • Creates a consistent approach to various Talent segments • Begins to shape a systemwide framework that campuses / locations can leverage • Avails employees of resources available to help them advance and develop • Begin to build systemwide training and development framework 	<ul style="list-style-type: none"> • Work with CHROs and generate a report on employment practices and interest in a systemwide approach • Facilitate a confluence of Training Managers to create common training and development experiences • Develop a systemwide job board

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

Retirement Administration Service Center Operating Plan

TACTICS, PROJECTS, ASSOCIATED ACTIONS	ISSUES ADDRESSED	SAMPLE 10-11 OBJECTIVES
<ul style="list-style-type: none"> • Select a customer relationship management solution • Build the team and supervisory capability • Create and implement service metrics 	<ul style="list-style-type: none"> • Sets a technical platform • Emphasizes leadership as a key to success • Creates the ability to benchmark performance 	<ul style="list-style-type: none"> • Refine service model • Establish Service Center metrics • Install CRM technology

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

HR Systems & Data Operating Plan

TACTICS, PROJECTS, ASSOCIATED ACTIONS	ISSUES ADDRESSED	SAMPLE 10-11 OBJECTIVES
<ul style="list-style-type: none"> • Evaluate the lack of systems integration against risks presented by fragmented efforts • Leverage completed HR systems projects across UC 	<ul style="list-style-type: none"> • Could give a systemwide view of risks and opportunity • Minimize costs of redundant projects and parallel efforts 	<ul style="list-style-type: none"> • Develop the case for systemwide HRIS • Identify systemwide HR workgroup to set HRIS standards • Develop the case for systemwide time and attendance