Best Practices in HRM

A.G. Monaco
Associate Vice Chancellor, HRM

Liz Roberson
Manager, Executive Recruitment

Jennifer Normand
Director, Employee Relations

Yvette Marsh
Director, Training & Development and IT
Overall Theme

Given the ever-changing landscape of HR, we can no longer approach our responsibilities as we have in the past.

Doing what we’ve always done will not work.
Benefits

- Premiums are increasing and are rising slower than pensions
- Pension reform could exacerbate the situation
- Employees should be adequately informed that 403(b) contributions can be used to augment, but this can be a difficult sell
Benefits

- Paid time off
- Use of sick leave by classified employees
Best Practices/Trends

Compensation
Compensation

- State budget issues
- Overuse of add comp
- Faculty salary compression: Occurs when there is only a small difference in pay between employees regardless of their skills or experience.
Compensation

- Vacant positions will be filled with fewer Civil Service employees, especially if the employee possesses a degree
- Inflexibility of Civil Service rules
  - Variable pay restrictions
  - Special pay restrictions
Compensation

- A shift is needed from comparing salaries to paying compensable factors (i.e. paying the job duties, paying what the job is actually worth)
- Treat employees fairly, not equally
Compensation

- More opportunities for outsourcing
  - Advantages:
    - Cost savings
    - Access to specialized skills and equipment
    - Less staffing issues
  - Can be successful if done intelligently
    - Example: Printing Services
    - Example: Dining Services
Best Practices/Trends

Staffing and Employment
Staffing and Employment

- Our approach to every phase of the recruitment and selection process should reflect LSU’s position as a flagship institution
- More time should be spent on recruitment and selection
  - “No hire is better than a bad hire!”
Staffing and Employment

- Hiring managers continue to play a key role
  - Proactive efforts are encouraged
  - Less reliance on advertisements
- Involvement of search committee
- Involvement of staffing partner
Staffing and Employment

- Elevate employee onboarding
  - Reduces the costs associated with learning on the job
  - Saves co-workers and supervisors time training the new employee, thereby increasing production
  - Increases morale and reduces turnover by showing the employee he/she is valued
# New Hire Checklist

Name: ___________________________  Start Date: ___________________________

Job Title: _________________________________________________________________

## ACTION ITEMS TO COMPLETE PRIOR TO EMPLOYEE’S FIRST DAY (AFTER CANDIDATE IS SELECTED):

<table>
<thead>
<tr>
<th>HR Contact Responsibilities</th>
<th>Completed By [Name]</th>
<th>Date Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2 - 3 weeks prior to start date:</strong> the following should be completed in order</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complete Hiring Proposal and change status of application to “Recommend for Hire” in People Admin/Applicant Tracking System [ATS] to begin background check</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Once hiring proposal/salary/background check is approved, contact the selected candidate and offer terms [relocation packages offered depending on budget] and agree on timing to accept offer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Confirm offer acceptance and agree on start date</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Notify and decline other applicants via phone or through email and on ATS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Load candidate into HRS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Record new employee’s PAWS ID and Password</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2 weeks prior to start date</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide employee with PAWS ID, Password, and instructions to register for Orientation [explain to employee Orientation will cover benefits, retirement, Tiger Card, parking tag, etc.]</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Employee Exit Checklist

Name: ________________________________  End Date: ________________________________

TO BE COMPLETED TO PROVIDE FOR ORDERLY SEPARATION OF AN EMPLOYEE:

<table>
<thead>
<tr>
<th>HR Contact Responsibilities</th>
<th>Completed By [Name]</th>
<th>Date Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Prior to last day</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Obtain resignation letter</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Load XSEP form in HRS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensure additional department employee(s) have same level of Security Access as separated employee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advise employee to contact HRM regarding retirement and/or benefits related questions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Obtain any remaining signed leave slips, timesheets, or leave certification forms</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Last day</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Remove Security Access</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Both New Hire and Exit Checklists can be found on HRM’s website:
www.lsu.edu/hrm
Click on “HRM Forms” → “New Hire Checklist” or “Exit Checklist”
Staffing and Employment

- Other significant components that impact new employees
  - Sample Offer Letter
    - This is a binding *contract*
  - Timely completion of the I-9 and background checks
Best Practices/Trends

Employee Relations
Employee Relations

The approach to dealing with ineffective employees remains the same:

- behavior modification (the reinforcement of good behavior (rewards/praise/etc.), and the "extinction" of bad behavior

- In either case, the response should be:
  - Immediate
  - Certain
  - Documented
Employee Relations

- Documentation for discipline should:
  - Compare desired to actual performance - including a detailed statement of the problem.
  - State the good business reasons why the problem must be solved.
Employee Relations

- Documentation for discipline should:
  - Consider the consequences if the problem continues including the possibility of more serious discipline.
  - Be positive in that you believe the employee can correct the problem.
Employee Relations

- Documentation should always be consistent with the employee’s annual performance evaluation.
- Evaluations cover a year period and should reflect any significant positive AND negative events that happened during that period.
Employee Relations

- There will be significant changes in the performance evaluation system for classified employees.
- The objective for change is to align individual goals and expectations to University goals and to better reflect the quality of employee performance.
## Employee Relations

<table>
<thead>
<tr>
<th>CURRENT</th>
<th>NEW</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Evaluations are conducted on or 60 days before anniversary date.</td>
<td>• Classified employees will be evaluated on the same timeframe (July 1-June 30).</td>
</tr>
<tr>
<td></td>
<td>• The effective date of all classified evaluations will be July 1.</td>
</tr>
<tr>
<td></td>
<td>• The execution period will be July 1-August 31.</td>
</tr>
</tbody>
</table>
Performance Evaluation System (PES)
Timeline

- July 1, 2012: Beginning of evaluation period
- June 30, 2013: End of evaluation period
- July 1, 2013: Documented evaluation date
- July 1-Aug 31: Execution period
Training and Development

- Ethics training requirement
  - Conflicts of interest
  - Outside income
  - Nepotism

- Training will be administered this year using two delivery options:
  - Online
  - Public seminars
Training and Development

- Changes and improvements to the Comprehensive Public Training Program (CPTP)
- EDGE training
- Executive Leadership Institute (ELI)
Training and Development

- Exhibiting our responsibility to the well-being of our employees
  - Physical
  - Emotional
  - Intellectual
  - Occupational
  - Social
  - Spiritual
Announcements

- Effective April 2012, the location of these monthly meetings will move to the Atchafalaya Room at the LSU Union.
- Requests to reserve the large shredder in Thomas Boyd Hall should be sent to imaging@lsu.edu.
When: April 3, 2012
Where: Atchafalaya Room – LSU Union
What: Ethics & Budget Update

Suggestions for future topics or questions regarding these meetings should be sent to Maria Cazes at mcazes@lsu.edu.