The Office of Faculty Affairs
Sponsored Workshop

Hiring & Managing Staff at UC San Diego Health Sciences

February 22, 2018

Tia Thompson, HR Solutions Manager

Doug Levine, Talent Director

Health Human Resources
The Office of Faculty Affairs

Facilitating Faculty Success through professional development activities, leadership training, and mentorship

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<table>
<thead>
<tr>
<th>Date</th>
<th>Workshop Title</th>
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<tbody>
<tr>
<td>January 23, 2018</td>
<td>• Getting Promoted for Junior Faculty</td>
</tr>
<tr>
<td>February 22, 2018</td>
<td>• Hiring Staff in Academic Medicine</td>
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<tr>
<td>March 7, 2018</td>
<td>• Millennials and iGen: Understanding and Managing the Generational Divide</td>
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<td>March 21, 2017</td>
<td>• UC Retirement</td>
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<td>April 26, 2017</td>
<td>• UC Compensation</td>
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<tr>
<td>May 10, 2018</td>
<td>• Annual Celebration of UC San Diego Health Sciences New Women Faculty</td>
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<tr>
<td>Fall 2018</td>
<td>• Faculty Research Space Allocation</td>
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<tr>
<td>Fall 2018</td>
<td>• New Faculty Orientation</td>
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<tr>
<td>Fall 2018</td>
<td>• Getting Promoted for Mid-Career Faculty</td>
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Hiring & Managing Staff in Academic Medicine for HS Faculty
Faculty Affairs

February 22, 2018

Tia Thompson, HR Solutions Manager
Doug Levine, Talent Director
Health Human Resources
UC San Diego Employees by VC Area

- Healthcare Sciences & Health System: 48%
- Academic Affairs: 16%
- Student Affairs: 13%
- Ext & Bus Aff: 12%
- Resource Mgmt: 7%
- Marine Sciences: 4%
HHR Mission Statement:

To attract and develop the talent who enable us to discover, teach, and heal.

- Talent Acquisition
- Classification/Compensation
- Benefits
- Learning & Organization Effectiveness
- Employee Relations
- Labor Relations
- HR Operations & Solutions

UC San Diego Health
## HHR Services

<table>
<thead>
<tr>
<th><strong>Benefits</strong></th>
<th><strong>Class / Comp</strong></th>
<th><strong>Talent Acquisition</strong></th>
<th><strong>Learning &amp; Organization Effectiveness</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment (new and changes to coverage), benefits orientation, ACA compliance reporting and employee notifications.</td>
<td>Initial classification of roles, managing re-classification, processing stipends, conducting equity reviews, managing job descriptions.</td>
<td>Post job requisitions, provide candidate /applicant support, manage new hire paperwork, coordinate and facilitate new employee orientation.</td>
<td>Work with employees and leaders to reach team and organizational goals. From org design, facilitation, change management, engagement, learning and leadership development, offer various online and in-person solutions.</td>
</tr>
<tr>
<td><strong>Employee Relations</strong></td>
<td><strong>Labor Relations</strong></td>
<td><strong>HR Solutions</strong></td>
<td><strong>Operations</strong></td>
</tr>
<tr>
<td>Provide consultation and mediation for discipline management, attendance, layoffs or reduction in time, ethics, and employee complaints.</td>
<td>Provide consultation and mediation for employee grievances, bargaining, litigation, and work stoppages. Facilitate union notices.</td>
<td>“One start shop” to support team members and managers, through online requests and direct phone calls, with their HR related questions and guidance with HR processes.</td>
<td>New hire data entry, fund changes, separations &amp; document management for the workforce. Supporting visas, compliance, audit and policy management.</td>
</tr>
<tr>
<td><strong>Worker’s Comp</strong></td>
<td><strong>Disability &amp; Accommodations</strong></td>
<td><strong>Leave of Absence</strong></td>
<td></td>
</tr>
<tr>
<td>Provide benefits and assistance to all workers who are either injured or develop a job-related illness as a result of their employment.</td>
<td>Manages disability and accommodation requests.</td>
<td>Manages the leave of absence process under the Family Medical Leave Act.</td>
<td></td>
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</tbody>
</table>
HR News: Career Tracks

Career Tracks is a new job structure for our non-represented positions. It will allow us to:

• Distinguish job functions (eliminating generic “Analysts” payroll titles).
• Align our payroll titles & pay practices with the labor market.
• Create levels within each function to allow for career growth and hiring flexibility.
Career Tracks (continued)

Status

• In order to consistently implement and have correct calibration of function and level across the organization HR met with department leadership to explain Career Tracks & complete function and level “mapping” of employees.

• Approximately 94% of positions in UCSD Health have been mapped and implemented.

• Remaining positions are pending based on supervisor action needed and/or UCOP has not built the positions.
Current Employment Trends

- More wage claims—failure to pay OT
- More “whistle blowers”
- Increased audits
- Increasing discrimination claims
- Increase in *Failure to Hire* claims
- Increase in union activity
- Loss of Institutional knowledge base
7 Habits of Frequently Sued Managers

1) Hire Quickly, Not Carefully
2) Avoid Confrontation or Criticism During Performance Management & Reviews
3) Tolerate Crude, Lewd and Offensive Behavior
4) Give Short Shrifts to Requests for Leave or Accommodation
5) Don’t Document-Just Rely on Memory
6) Fire Without Cause
7) Let Them Work as Long and Hard as They Want

Presented by Paul, Plevin, Sullivan & Connaughton LLP
Disabilities and Accommodation

• It is our responsibility as employers to provide reasonable accommodations (changes to the way things are normally done at work) because of an employee’s disability.

• It is important to respond promptly and effectively to accommodation requests, and to keep any requests and all medical information confidential.

• If an employee requests accommodation, please contact HHR right away.
Managing the Shift to Pay for Performance at UC

What is driving the shift at UC?

• Engagement survey results show employees want performance to be recognized and differentiated – superior performance to be awarded

• 134 current pending employment claims amount to over $54M in cost to UC

• FY 15/16 trended reached 93 new employment claims steadily increasing since 2010 – highest we’ve seen in two years

• Top claim categories are related to poor performance management
  – Discrimination (disability, age, gender, race)
  – Retaliation
  – Whistleblowing

The Impact of People and Performance Management: Managing the Shift to Pay for Performance at UC – Dwaine B. Duckett, Vice President, Systemwide Human Resources
What is driving the shift at UC? (continued)

- 4 or 5 rating are the rule rather than the exception. Everyone rated high in the evals rather than using the full spectrum or fall in the middle. Very few receive poor performance. Not helpful to hide the issues and cover the issues with the employees.

- 7 out of 10 employees are not actively engaged when managers don’t hold them accountable for performance. This increases risk of turn-over.
  - Turnover estimated to cost 1 and ½ times a person’s annual salary.

- 3x increase in engagement when managers regularly meet with employees about performance
## Performance Management

<table>
<thead>
<tr>
<th>DO’s</th>
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<tbody>
<tr>
<td>• Communicate goals and expectations clearly throughout the year, especially when you have a new employee</td>
</tr>
<tr>
<td>• Be fair, honest, and consistent</td>
</tr>
<tr>
<td>• Document misconduct, performance problems, and counseling sessions</td>
</tr>
<tr>
<td>• Investigate performance problems as they arise</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DON’TS</th>
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<tbody>
<tr>
<td>• Sugar coat the review; it will come back to haunt you</td>
</tr>
<tr>
<td>• Wait for formal reviews</td>
</tr>
<tr>
<td>• Just criticize-provide tools and time to foster improvement</td>
</tr>
<tr>
<td>• Ignore the problem until it becomes a major issue, then expect to fix it immediately</td>
</tr>
<tr>
<td>• Put names on emails you don’t want others to see</td>
</tr>
</tbody>
</table>
Hierarchy of Corrective Measures

- **Counseling**
  - Send a Note to Employee after Talk
  - Take Notes During Talk
  - Talk to Employee

- **Memorandum**
  - Demotion
  - Suspension
  - Written Warning

- **Formal Discipline**
  - Dismissal
Before discipline, consider:

• Are instructions and work rules clear and understandable?
• Are they communicated?
• Have I obtained all the facts?
• Did I permit employee(s) an opportunity to explain?
• What action have I taken in similar circumstances?
• Have I complied with contractual, statutory and/or University procedures?
• What is the history? Do my records support the history?
Fact Finding

• Supervisor talks to employee after an incident – obtains their side
• Sort out the facts
• Speak to witnesses if needed
• Take notes/document

• Remember Weingarten Rights – an employee’s right to have a representative present IF discussion could lead to discipline
Labor Relations

• Non Represented (99s)
  – Policy Covered (PPSM)
  – No dues
• Represented Employees
  – Unionize
  – Covered under formal bargaining unit and contracts
## Bargaining Units in Health Sciences

<table>
<thead>
<tr>
<th>Code</th>
<th>Bargaining Unit</th>
<th>Union</th>
<th>Contract Exp Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>CX</td>
<td>Clerical &amp; Allied Services</td>
<td>CUE</td>
<td>3/31/2022</td>
</tr>
<tr>
<td>SX</td>
<td>Service</td>
<td>AFSME</td>
<td>06/30/2017-Pending Negotiation</td>
</tr>
<tr>
<td>EX</td>
<td>Patient Care Technical</td>
<td>AFSME</td>
<td>12/31/2017 – Pending Negotiation</td>
</tr>
<tr>
<td>NX</td>
<td>Registered Nurses</td>
<td>CNA</td>
<td>07/31/2017 – Pending Negotiation</td>
</tr>
<tr>
<td>TX</td>
<td>Technical Unit</td>
<td>UPTE-CWA</td>
<td>09/30/2017 – Pending Negotiation</td>
</tr>
<tr>
<td>RX</td>
<td>Research Support Professional</td>
<td>UPTE-CWA</td>
<td>09/30/2017 – Pending Negotiation</td>
</tr>
<tr>
<td>HX</td>
<td>Residual Health Care Prof</td>
<td>UPTE-CWA</td>
<td>10/31/2017 – Pending Negotiation</td>
</tr>
<tr>
<td>M6</td>
<td>San Diego Housestaff Assoc</td>
<td>SD HS Assoc</td>
<td>6/30/2018</td>
</tr>
<tr>
<td>PX</td>
<td>Postdoctoral Scholars</td>
<td>UAW</td>
<td>9/30/2020</td>
</tr>
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Layoff Process for Grant Funded Staff

• Plan ahead
  – Accurate Knowledge, Skills and Abilities on Job Card
  – Understand how your work fits within layoff unit
  – Responsible Fund Management
  – Keep HR in the loop
Call early, Call Often

Call the Solutions team regarding:
- Leave of Absence
- Benefits
- General Inquiry
- Manager Advisement

HHR’s Website used to:
- Submit HR Questions find HR information
- Find Self Service options
- Connect to a point of contact and view status updates

‘One start shop’: dedicated team for employees needing HR information and assistance for managers seeking consultative services on more complicated requests.
Talent Acquisition
Talent Acquisition Agenda

- Guiding Principles/Laws – Why we do what we do?
- Posting a position
- Reference Checking
- Unconscious Bias
- Behavioral Interviewing
## Guiding Principles/Laws

<table>
<thead>
<tr>
<th>Cause</th>
<th>Effect</th>
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<tbody>
<tr>
<td>Protected Classes</td>
<td>Cognizant of interview questions/practices.</td>
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<tr>
<td></td>
<td>Beware of <em>Unconscious Bias</em>.</td>
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<tr>
<td>Fair Credit Reporting Act</td>
<td>Delays in decision making when criminal hits.</td>
</tr>
<tr>
<td>MCP 559.1 Background Check</td>
<td></td>
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<tr>
<td><em>Promissory estoppel</em></td>
<td>Rescinding offers must be tied to contingencies, or jeopardizing UCSDH</td>
</tr>
<tr>
<td>PPSM 21 – Selection and Appointment</td>
<td>Near Relatives</td>
</tr>
<tr>
<td></td>
<td>Reference Checking</td>
</tr>
<tr>
<td>PPSM 30 – Compensation</td>
<td>Salary offered needs to be equitable.</td>
</tr>
<tr>
<td>Collective Bargaining Agreements</td>
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</tbody>
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Posting a position

Changes Coming Soon:

1-Stop Requisition in via HR Website (Automatically routes to PCB/PRC)
No need to submit supplement in HireOnline
Not only changing *how*, but *when* the reference is done.
<table>
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<tr>
<th></th>
<th>Behavior Description</th>
<th>Rating Scale</th>
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<tbody>
<tr>
<td>1.</td>
<td>Show up consistently and on time (e.g., to work, class, appointments)?</td>
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<tr>
<td>2.</td>
<td>Follow plan of care developed by supervisor?</td>
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<td>3.</td>
<td>Ensure accuracy when recording patient data (e.g., patient care, condition, progress, vital signs)?</td>
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<tr>
<td>4.</td>
<td>Consistently deliver a quality outcome or product and follow through on commitments?</td>
<td></td>
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<tr>
<td>5.</td>
<td>Demonstrate a cooperative attitude with others (e.g., patients, supervisors, coworkers)?</td>
<td></td>
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<tr>
<td>6.</td>
<td>Pay full attention when other people are speaking and take time to understand them (e.g., not interrupting)?</td>
<td></td>
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<tr>
<td>7.</td>
<td>Communicate necessary and important information promptly to others (e.g., patients, supervisors, coworkers, teachers)?</td>
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<tr>
<td>8.</td>
<td>Display compassion in response to others' needs and concerns?</td>
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<tr>
<td>9.</td>
<td>Maintain a high level of patience when confronted with challenging individuals?</td>
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<tr>
<td>10.</td>
<td>Take initiative to perform job duties independently, with little to no supervision or assistance?</td>
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<tr>
<td>11.</td>
<td>Notice and report significant or unusual changes in a patient's condition or surroundings?</td>
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<tr>
<td>12.</td>
<td>Respond with flexibility to varying work conditions; be able to adapt to different home and care giving environments?</td>
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<tr>
<td>13.</td>
<td>Deal with feedback/criticism well, using it as an improvement opportunity, rather than becoming angry, flustered or defensive?</td>
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<tr>
<td>14.</td>
<td>Treat other people, including those of different backgrounds, beliefs, and gender, with fairness and respect?</td>
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<tr>
<td>15.</td>
<td>Demonstrate honesty and trustworthiness in all interactions with others?</td>
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</table>
Reference Response Rate: 67%

(4 of 6 References provided feedback)

Overall Average Numeric Rating: 6.81 out of 7.00

- Low
- Medium
- High

Overall Average Numeric Rating

MANAGERS ONLY

ALL REFERENCES

COMPETENCY CLUSTER SUMMARY

The Candidate's References rated him/her on job-specific behaviors which are grouped into one of the Competency Clusters. Below is a summary of the average ratings for each Competency Cluster. The job-specific behaviors that make up each Competency Cluster can be found in a later section of this report. If at least two of the Candidate's managers provided feedback, a "Managers Only" bar (in orange) is displayed. (*) The colors and thresholds in the top bar shown below represent ranges chosen by your company to help guide your evaluation of this Candidate.

Average Rating

MANAGERS ONLY

ALL REFERENCES

AVERAGE RATING AND PERCENTILE BY REFERENCE

The feedback from each Reference is presented in order by average numeric rating (shown at the end of the bar). (*) The colors and thresholds in the top bar shown below represent ranges chosen by your company to help guide your evaluation of this Candidate.
WORK-RELATED STRENGTHS:

Her customer service was excellent. Could speak with, handle, and satisfy a wide range of customers from front line PSR’s to High profile physicians. Has an excellent understanding of EMR work flows. Has worked in a variety of aspects of health care (business office, medical record, HIM) and so understands the big picture very well.

Has excellent organizational and time management abilities, has clear and orderly thought development and progression, and outstanding articulation and communication skills.

Flexibility, Adaptation to change, Dependability.

WORK-RELATED AREAS FOR IMPROVEMENT:

I think the world of . So this is tough. She has an expert understanding of the application workflows so learning more of the technology that drives the applications would be one way to improve. Liz has an exceptional work ethic and sometimes can get distracted by others who are not performing, although she was always very professional. Just can’t think of a third thing, sorry.

Does not use her strong mentoring skills to her full potential, and she tends to do things herself and not delegate when the opportunity presents and would be appropriate.

Continue helping others as needed. Effectively communicate changes in workflow process as sometimes others need more direction than others. Maintain her positive attitude in any situation.

REFERENCE FEEDBACK ON YOUR COMPANY’S CUSTOM QUESTIONS

The responses to your company’s custom questions are below. Because these questions are unique to your company, comparison to the relevant norm group is not possible.

1. Does this individual exemplify empathy and respect for all people when providing patient care (or customer service)? Please elaborate.

   I think very respectful of people, her customers and her peers most of all.
   Yes
   Absolutely.
   Rapport with her customers is positive, attentive and knowledgeable.
   Absolutely. She was always willing to go above and beyond helping others.
   N/A 0/4 (0.0%)

2. Were there any issues with this individual in regards to excessive absenteeism and/or tardiness, excluding issues related to FMLA and/or ADA?

   No, never.
   No
   No issues
   No
   N/A 0/4 (0.0%)
Unconscious Bias
Time Pressure Bias

Similarity / Affinity Bias
Structure the Interview for Success and Objectivity

Measure results

Evaluate subtle messages

Hold everyone accountable
Unconscious Bias Resources

UC Learning Center: Guarding Against Interviewing Biases

Implicit Association Test (IAT)
• https://implicit.harvard.edu/implicit/research/

• Online neurological tests regarding biases towards:
  • Weight, Race, Skin-tone, Age, Disability, etc.

• Created by researchers from Harvard, Virginia and Washington universities.
Behavioral Interviewing
Think: Candidate Experience

What impression are we leaving candidates? What will they remember?

Interview in the morning...blog on Glassdoor in the afternoon.

Social Worker Interview
Anonymous Employee in San Diego, CA

- Accepted Offer
- Positive Experience
- Average Interview

Application
I applied online. The process took 3 weeks. I interviewed at UC San Diego Health (San Diego, CA).

Interview
I was called exactly a week later to schedule an interview for a 1 on 1 interview. I was called back the same day for a second interview which was consisted of a 4 person panel. Most of the questions were aimed at getting to know me personality, if we could get along with each other & what exact skills I have to contribute to the department. Everyone was very friendly which helped since I was very nervous.

Being hired to work at UCSD is a huge deal considering their research accomplishments & world wide influence. Also, you can’t beat the pay & benefits when comparing to other hospital systems in San Diego.
UC San Diego Health Interview Guide:
- Preparation Checklist
- Interview Do’s & Don’ts
- Core Competency Questions
- Sample Competencies & Questions
- Scoring Sheet
Legally Defensible Interviewing

• Focuses on Essential competencies (Screening & Interview Criteria)

• Treats all candidates the same through the process (length of interview, type of questions, rating process, etc.)

• Avoid questions related to protected classes
  • Race
  • Color
  • Religion
  • National origin
  • Gender
  • Sexual orientation
  • Disability
  • Age or ancestry
Develop Behavioral-Based Interview Questions

1. Consider the competency definition

2. Best indicator of future performance = Past performance. Determine the past performance/behavior

3. “Tell me about a time when...” versus “what would you do if...”


5. Manage the interview
Interview Notes

- Specific, factual examples that support an objective description of behavior and actions
- Capture quotes versus impressions
- Data, degrees, impact
- Clear, objective notes allow you to define the candidate’s abilities and effectively rate against the competency
- Nothing related to protected classes
- UC Policy: Retain for 4 years beyond the end of the current fiscal year
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