

BEST PRACTICES, Human Resources - Emp Relations

Title: Workplace Violence Prevention and the Threat Assessment Team # 33
Source: Florida State University **Co Area:** Police and/or Traffic & Parking
Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2004.html
Abstract: University campuses unfortunately not exempt from the same type of workplace violence that occurs across the United States. On the Florida State University Campus, a Crisis Response Team has existed for approximately 15 years. This team is a joint effort between the Psychology and the University Police Departments. Their primary responsibility is to respond to individuals when they are in crisis or when their behaviors are of an immediate concern to persons around them. This team has to authority to intervene to defuse a situation or even make involuntary commitments to a psychiatric facility for up to 72-hours in accordance with Florida law.

While the Crisis Response Team could respond to an immediate concern, there was no mechanism in place for addressing concerns of staff employees, faculty, administrators, and students in regards to potential violence of other employees, students, or guests. To address this concern, the University administration, in 1999, appointed a committee to rewrite the University Workplace Violence Guidelines and create a Threat Assessment Team.

Title: Gateway to University Interactive Decision-Making for Employees (GUIDE) # 46
Source: Florida State University **Co Area:**
Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2003.html
Abstract: The GUIDE (Gateway to University Interactive Decision-making for Employees) is an interactive, online tool containing information, direction and suggested actions for responding to incidents involving possible employee misconduct. The GUIDE helps supervisors stay more informed so they make defensible decisions when dealing with potential employee misconduct. When using the GUIDE, the supervisor begins his or her consultation by selecting the appropriate offense(s) and answering a few questions, which results in a suggested action. Helpful samples are included, such as formats for reprimands, and pay and leave reports, as well as helpful links such as policies and procedures, contact information, collective bargaining agreements, definitions, the investigation process, and referrals to appropriate authorities. The GUIDE ensures that care, objectivity and the rights and interests of both the employee and the University are fully considered, and that discipline is administered in a consistent manner that assures equitable treatment for all employees. Ultimately, the GUIDE saves time and money, and it helps to keep FSU out of possible litigation due to inconsistent or inappropriate treatment.

BEST PRACTICES, Human Resources - Emp Relations

Title: An "e-HR" Approach: Offering Self-Service Options to Customers # 50

Source: Florida State University

Co Area:

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2004.html

Abstract: Providing quality human resource services and solutions to our internal and external customers is at the heart of the mission of FSU's Human Resources Department. With this goal in mind, a suite of applications was designed to achieve an "e-HR" climate that would empower prospective and current employees by offering self-service options. Additionally, an overwhelming need for a more efficient employee maintenance system drove the goal to move our entire legacy and paper processes to an integrated web environment that would allow secured access to employee records through a simple, user-friendly interface. The resulting suite of applications includes job listing maintenance, an on-line employment application, applicant tracking, appointment management, and an online document repository. Additional pieces of the employee relationship puzzle that have been developed or integrated include Business Objects reporting software, a one-stop employee training tracking system, and an interactive employee disciplinary procedures tool known as the G.U.I.D.E.

Title: Helping Our Own in Times of Crisis and Emergency # 58

Source: Florida State University

Co Area:

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2004.html

Abstract: In any organization or institution, employees will occasionally encounter situations of personal crisis or unforeseen financial emergencies. These may include family illnesses, death, and loss of home due to fire, flood, or other natural disasters. All too often, these individuals may be the very ones least able to handle the unexpected financial burden imposed by these emergencies.

Recognizing that each institution has a moral, if not an actual legal, responsibility to help their employees, the decision was made by the FSU administration in 2001 to establish an employee Emergency Loan Fund (through the Foundation) under the direction of the Employee Assistance Program. Since its inception, the fund has grown to approximately \$15,000. It has been able to assist employees, facing a variety of personal emergencies, through interest-free loans. ELF is funded 100% by contributions. No state or University funds have gone into this program.

<http://www.eap.fsu.edu/emergloan.html>

BEST PRACTICES, Human Resources - Emp Relations

Title: Work Life Connections at George Mason University (For New & Retiring Employees) # 96

Source: George Mason University

Co Area:

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2005.html

Abstract: To celebrate both the beginning and the end of employees' work lives at George Mason University, two programs have been established.

Recognizing that moving into a large, complicated, metropolitan area can be complex and overwhelming and can impact how the new faculty or staff member feels about the job, the Mason Relocation Package is a welcome to our community with materials and publications to introduce the University and surrounding communities to the newcomer.

In an effort to formally acknowledge the service of those retiring from the University in a consistent, stylized manner, a retiree recognition program, The Retiree Connection, was established. Among other things, the program consists of contributions from campus departments such as the Center for the Arts, Athletics, Parking Services, and two University Fitness Centers. Their donation of complimentary tickets, parking decals, and passes are evidence of the tremendous support given to this program. The components of this program also strive to keep retirees connected to the University family.

Title: Campuswide Employee Recognition Program # 212

Source: Cal State - Sacramento

Co Area:

Addl Info: <http://www.calstate.edu/QI/qishowcase/projects/Sacramento/sacramentoer.shtml>

Abstract: In fall 2004, the CSU Sacramento Office of the President launched a campuswide employee recognition program designed to recognize staff members who make outstanding contributions in the area of service and dedication; who promote the campus values of teamwork, pluralism, respect and understanding; who contribute toward more efficient or productive operations by generating money-saving ideas, assuming exceptional fiscal responsibility, or improving quality of services that contribute to the success of the University in the greater Sacramento community.

The employee recognition nomination process is entirely digital, with criteria, eligibility, procedures, forms, and general principals all provided on the CSUS Employee Recognition website.

All staff members are eligible for recognition, including those employed by the University auxiliaries.

Website - <http://www.csus.edu/president/staffrec/index.stm>

All improvements - <http://www.calstate.edu/QI/qishowcase/qishowcasehome.shtml>

BEST PRACTICES, Human Resources - Emp Relations

Title: Be Smoke Free # 217
Source: University of Miami **Co Area:**
Addl Info: <http://www.miami.edu/besmokefree>
Abstract: Team Mission: To recommend effective interventions designed to decrease tobacco use by University of Miami employees.

The University of Miami Smoking Cessation Team (the Team) was implemented to address the problem of smoking among university employees. The Team understands that tobacco use, particularly smoking, remains the number one cause of preventable disease and death in the United States. The Team believes that by demonstrating a concern for the health and well being of its workforce, the University will be more likely to be able to recruit and retain high quality employees, as well as improve the public image of the University.

http://www.miami.edu/ci/quit_smoking_3_01.pdf contains research, analysis, references, models, interventions

Also see Tobacco Use and College Campuses: Health Implications and Best Practices, University of Hawaii - <http://www.hawaii.edu/smokingpolicy/expert.pdf>

Title: Annual Performance Evaluation Exercise with Academic Staff Employees # 228
Source: University of Wisconsin - Madison **Co Area:**
Addl Info: [Redirect - http://www.oqi.wisc.edu/showcase/CampusBestPractices/tabid/109/Default.aspx](http://www.oqi.wisc.edu/showcase/CampusBestPractices/tabid/109/Default.aspx)
Abstract: Problem/Opportunity Statement:
The Appreciative Inquiry process provided a methodology for making annual performance evaluations an opportunity for learning and growth for both the employee and the supervisor. Organizations are only as good as the people and the relationships that they are made up of. An appreciative approach to performance evaluation determines what is working well and co-creates a visionary future for the individual employee.

Changes Made:
Evaluation process changed from an arbitrary evaluation of supervisor determined criteria to a dialogue around what is working well for the employee and how both they and the supervisor can build on those strengths. Process begins with sharing stories from the previous year, both employee and supervisor, then through a series of questions that ultimately leads to a supervisor generated narrative reflecting the scope of the dialogue and plans for the upcoming year.

Results:
Both employees and supervisors can look forward to this annual process and have been more likely to revisit plans made during the year. Unit mission/purpose is advanced as the employees grow in those areas that are identified strengths and known to already be working well. Co-created future vision for the employee within that mission increases commitment and retention.

BEST PRACTICES, Human Resources - Emp Relations

Title: Establishing The Wisconsin Union as an Ideal Work Environment # 229

Source: University of Wisconsin - Madison **Co Area:**

Addl Info: <http://www.oqi.wisc.edu/showcase/CampusBestPractices/tabid/109/Default.aspx>

Abstract: Process Improved:
We are using Quality Improvement and Appreciative Inquiry methods to improve Work Environment at The Wisconsin Union. In September 2002, the Wisconsin Union introduced four strategic directions for the upcoming years. The number one direction was to "Establish the Wisconsin Union as an Ideal Work Place." During the summer of 2002, Wisconsin Union's Leadership Team read First Break All The Rules, by Marcus Buckingham and Curt Coffman, which reviews research showing what the world's greatest managers do differently. One year later, the Training Resource Center used the 12 questions identified in this book to survey staff regarding the core elements needed to attract, focus, and keep the most talented employees.

The document doesn't go into much detail, but suggest reading First Break All The Rules, by Marcus Buckingham and Curt Coffman

Title: Creating Dialogue in Performance Evaluations: It's More Than an Annual Review # 232

Source: University of Wisconsin - Madison **Co Area:**

Addl Info: [Redirect - http://www.oqi.wisc.edu/showcase/CampusBestPractices/tabid/109/Default.aspx](http://www.oqi.wisc.edu/showcase/CampusBestPractices/tabid/109/Default.aspx)

Abstract: Problem/Opportunity Statement:
Performance appraisal is typically one of the least favorite management tasks and the process can be stressful and unproductive for employees as well. Thus the Wisconsin Union has designed a performance appraisal process intended to be useful and positive and which encourages all employees to work to their potential. The process involves reviewing, analyzing and planning, hence the acronym R-A-P.

Changes Made:

In addition to creating the R-A-P sequence of questions and answers, this process helps ensure that nothing covered in a performance review comes as a surprise to employees. The process also ensures that supervisors do not use performance appraisal, which should be focused on employee growth, for discipline or work rule violations. The process also ensures that each employee is working with a clear set of goals and performance expectations.

The above website includes a lot of good information and may be something to share with all supervisors.

BEST PRACTICES, Human Resources - Emp Relations

Title: Performance Review Process for Classified Staff # 236

Source: University of Wisconsin - Madison **Co Area:**

Addl Info: [Redirect - http://www.oqi.wisc.edu/showcase/CampusBestPractices/tabid/109/Default.aspx](http://www.oqi.wisc.edu/showcase/CampusBestPractices/tabid/109/Default.aspx)

Abstract: The Wis. Admin. Code requires that a formal performance evaluation review be conducted with each classified employee at least every twelve months. These evaluations were not being done on an ongoing basis. Those that were being done were done in a variety of formats.

We developed a web-based system that:

1. Allows flexibility of input
2. Provides sample language
3. Provides flowcharts detailing review process (See example at <http://admin.engr.wisc.edu/hr/RevProcFirst.pdf>)
4. Allows the ability to cut and paste from other documents such as the position description
5. Provides the ability to copy information from a previous review for use in the current review, which cuts down on the amount of typing that has to be done
6. Keeps information in a database for easy retrieval and reporting
7. Provides uniform design of final report

Next Step - Work on enhancements

- a. log into the system and get a listing of the employees the supervisor supervises
- b. improve documentation
- c. auto notification to supervisor when a review should be done for an employee.
- d. ability to maintain the supervisor/employee list

BEST PRACTICES, Human Resources - Emp Relations

Title: The Ten Best Ways to Reward Good Work

270

Source: University of Washington

Co Area:

Addl Info: <http://www.engr.washington.edu/personnel/forms/best-practice/employee-rewards.pdf>

Abstract: Supervisors are not always sure of the best ways to recognize and reward valued employees. When monetary rewards are not an option (due to budget restrictions, for example) supervisors may run out of ideas for other tangible ways to reward their staff.

We've developed a list of ten great ways to recognize and reward your valued employees. These rewards are outlined below. (See web site for further details)

1. Money
2. Recognition
3. Time Off
4. A piece of the action
5. Favorite work
6. Advancement
7. Freedom
8. Personal growth
9. Fun
10. Prizes

-Micheal LeBoeuf, The Greatest Management Principle in the World

BEST PRACTICES, Human Resources - Emp Relations

Title: Privacy Policy # 286

Source: Employee University **Co Area:**

Addl Info: <http://www.employeeuniversity.com/>

Abstract: Employee University is a business to business marketplace for Employee Training and Development products.

Employee University is committed to protecting the privacy of your personal information. By using Employee University, you consent to the data practices described in this statement.

Some of the topics covered are -
Security of your Personal Information
Collection of your Personal Information
Use of .NET Passport
Use of your Personal Information
Sharing your Personal Information with Other Companies
Control of your Personal Information
Security of your Personal Information

Title: Hosting Local Training Programs for Individuals with Disabilities. # 301

Source: Southern Polytechnic State University **Co Area:** EEO

Addl Info: [Taken Off Line - Contact Institution](#)

Abstract: The S.E.T.S. Program (Supporting Employment Transition Services) is a work training program for individuals with disabilities in the local community. S.E.T.S. enables these individuals to become semi-independent in the workplace. Hosting the S.E.T.S. Program has provided five individuals to produce valuable services to the University, without incurring additional direct costs.

Provides the University with the opportunity to work with individuals with disabilities and to learn about their eagerness to learn and their "Do It Right The First Time" attitude. Provides carefully guided training for these individuals, enabling the University to provide a very worthwhile community service. Provides useful, meaningful work for training individuals with disabilities in the responsibilities of the workplace, while reinforcing their progress with positive achievements. Provides services to the University that would not be available otherwise and/or additional services beyond those normally offered. Workers work four days per week and five hours per day over a nine month period from August through May. The net 3700 man-hours contributed by the five current individuals in this program represent a labor market value of \$37,658.87 per year.

Old URL - <http://www.usg.edu/bestpractices/current/?inst=spsu&time=2003.05.05.162514&area=fbo&year=2003>

BEST PRACTICES, Human Resources - Emp Relations

Title: Human Capital: Effective Use of Flexibilities Can Assist Agencies in Managing Their Workforces # 324

Source: GOA - Government Accounting Office **Co Area:**

Addl Info: <http://www.gao.gov/docsearch/abstract.php?rptno=GAO-03-2>

Abstract: An essential element to acquiring, developing, and retaining high-quality federal employees is agencies' effective use of human capital flexibilities. These flexibilities represent the policies and practices that an agency has the authority to implement in managing its workforce.

Most effective flexibilities.

Existing flexibilities that are most effective in managing the workforce are work-life programs, such as alternative work schedules, child care assistance, and transit subsidies; monetary recruitment and retention incentives, such as recruitment bonuses and retention allowances; special hiring authorities, such as student employment and outstanding scholar programs; and incentive awards for notable job performance and contributions, such as cash and time-off awards.

Additional flexibilities needed.

Additional flexibilities that would be helpful in managing the workforce include more flexible pay approaches to compensate federal employees, greater flexibility to streamline and improve the federal hiring process, increased flexibility in addressing employees' poor job performance, additional workforce restructuring options, and expanded flexibility in acquiring and retaining temporary employees.

Title: Best Employment Practices to Avoid Wrongful Termination Liability # 343

Source: Cal State - Northridge **Co Area:**

Addl Info: <http://www.csun.edu/~kkd1657/wrong.term.doc> (Original URL No longer valid)

Abstract:

- Communicate clearly and effectively all employment policies, procedures, and expectations to employees;
- Regularly review policies and procedures to determine whether additions, revisions, or deletions are needed;
- Ensure that employer's obligations under these policies and procedures are being met through training and internal employment practices audits (e.g. are all supervisors conducting fair evaluations in a timely manner?);
- Maintain uniformly applied policies, procedures, and expectations through training and internal employment practices audits;
- Before agreeing to terminate an employee, determine whether:
 - o The employee has made workplace-related complaints recently;
 - o The employee has received positive performance evaluations;
 - o The employee has been given warnings regarding their conduct or performance: If not, is such a warning appropriate or usually given in similar situations?;
 - o Other employees who are similarly situated have also been terminated;
 - o A "last chance agreement" appropriate.

BEST PRACTICES, Human Resources - Emp Relations

Title: Substance Abuse Web Site # 356

Source: Department of Defense Quality Management Program **Co Area:** Student Health Services

Addl Info: <http://quality.disa.mil/case/CaseStudyRecord.cfm?ID=25156>

Abstract: Wheeler Army Airfield, Schofield Barracks, Oahu, Hawaii
<http://www.mwrarmyhawaii.com/asap/asaphome.asp> and <http://www.sbasap.com/>

They has developed a Web Site to allow users to access needed information, print out urinalysis labels used in biochemical testing, and sign-up for classes on-line. The ASAP Web Site is a one-stop resource tool consolidating information relevant to the program, including directives, regulations, forms, training calendars, class registrations, special programs, and other information. The ASAP Office provides tobacco cessation courses as well as courses on various levels on alcohol and substance abuse prevention to active duty soldiers and civilians. Some courses are also open to family members.

It contains descriptions of ASAP's Prevention/Education Program, Biochemical Program, and Employee Assistance Program, and the UPL Notebook, including the UPL Handbook. The site has a list of resource partners, helpful links, and the current ASAP Class Offerings.

08/08 - Website down at this time

BEST PRACTICES, Human Resources - Emp Relations

Title: Safety and Health Program # 411

Source: University of Houston Downtown **Co Area:** Environmental Health & Safety

Addl Info: <http://www.uhd.edu/campus/pd/UHDSafetyandHealthProgram.pdf>

Abstract: State and Federal law, as well as University of Houston - Downtown policy, make the safety and health of our employees a major concern. Safety must be a part of every operation, and every employees responsibility at all levels. It is the intent of the University of Houston – Downtown to comply with all laws concerning the operation of the business and the health and safety of our employees and the public. To do this, we must constantly be aware of conditions in all work areas that can produce or lead to injuries. No employee is required to work at a job known to be unsafe or dangerous to his or her safety and health. Your cooperation in detecting hazards, reporting dangerous conditions and controlling workplace hazards is a condition of employment. Inform your supervisor immediately of any situation beyond your ability of authority to correct.

This is a very lengthy document (189 pages) that includes a signature page that must be signed by the employee d before an employee is allowed to start work.

Chapter 1 – Safety and Health Training Program
Chapter 2 – Accident/Injury Reporting and Reviewing Program
Chapter 3 – First-Aid Kit Program
Chapter 4 – Safety Inspection Program
Chapter 5 – Contingency Plan for Emergencies
Chapter 6 – Hazardous Material Manual
Chapter 7 – Hazard Communication Program
Chapter 8 – Personal Protective Equipment Program
Chapter 9 – Notice to Employees

Title: The Supervisor's Role in the Performance Review and Development Process # 428

Source: University of Puget Sound **Co Area:**

Addl Info: <http://www.ups.edu/humanresources/> (Original URL No longer valid)

Abstract: Step by step collection of best practices to consider using when conducting performance reviews.

BEST PRACTICES, Human Resources - Emp Relations

Title: Joint Respect and Professionalism Task Force

449

Source: Santa Monica College

Co Area:

Addl Info: <http://www.smc.edu/csea/RAP/05-06-02%20Consultant%20Recommendations.doc>

Abstract: These recommendations for short and long term improvements have been given to the Joint Respect and Professionalism Task Force for their consideration. The categories for improvement are:

1. Values, Communication Dialogue and Meetings
2. Feedback, Performance Evaluation and Career Development
3. Team Building, Collaboration and Participation in Decision Making
4. Improving Management Styles and Leadership
5. Accountability, Pay and Benefits
6. Conflict Resolution, Employee Assistance and Mentoring
7. Retaliation, Favoritism And Nepotism
8. Process Improvement and Equipment

EXAMPLES OF RECOMMENDATIONS -

- * Create an on-line anti-gossip hot line where questions can be asked and responded to across campus constituencies.
- * Institute a Campus-Wide Open Door Policy that requires all managers to set aside one morning or afternoon a week for any employee to meet and raise issues for discussion without retaliation.
- * Build into the performance evaluation process the creation of personal career development plans with follow up support for training and development.

BEST PRACTICES, Human Resources - Emp Relations

Title: Psychologically Healthy Workplace # 545

Source: CN Centre for Occupational Health and Safety **Co Area:**

Add Info: <http://www.smu.ca/CN/about.html> 2007

Abstract: Increasingly, individuals and organizations are seeking to understand how to make the experience of work healthy and safe. The CN Centre is actively involved in research that explores fundamental aspects of the work experience, ideally to inform best practices in creating safe and healthy workplaces.

The above site links to the following Power Point files of the presentations from the Psychologically Healthy Workplace Conference 2006

- * What is a Psychologically Healthy Workplace? presented by Dr. Joseph Hurrell
- * Stress and Strain in Nova Scotia Organizations: Results of a Recent Province-wide Study, presented by Dr. Kevin Kelloway
- * Promoting a Psychologically Healthy Workplace Culture and Climate, presented by Kingston and District School
- * Healthy Workplace at Capital Health, presented by Capital Health
- * Psychologically Healthy Workplace Award Employee Recognition & Support, presented by Holiday Inn Express
- * Excellence in Health and Wellness Programs, presented by Northwood
- * What Makes Workplaces Well? A New Focus for Research and Practice, presented by Dr. Julian Barling

http://www.smu.ca/CN/documents/pressrelease_07.pdf

Title: Policy on the Prevention and Resolution of Harassment and Discrimination # 546

Source: Saint Mary's University **Co Area:** EEO

Add Info: http://www.smu.ca/administration/hr/documents/HarassmentpolicyAug2005_001.pdf

Abstract: Saint Mary's University's Policy on the Prevention and Resolution of Harassment and Discrimination has three objectives:

1. To prevent discrimination and harassment, including sexual harassment, on grounds protected by the Nova Scotia Human Rights Act.
2. To provide procedures for handling complaints, remedying situations, and imposing discipline when such discrimination and harassment do occur.
3. To use best practices in Conflict Resolution or Appropriate Dispute Resolution (ADR).

This policy applies to all members of the University community, including students, administrators, faculty and staff as well as permanent sub-contractors, consultants, volunteers and others who are acting in a recognized or sanctioned capacity. It applies to incidents that occur in the course of work or study or participation in University sponsored events held on campus, at a satellite campus or learning center, or off-campus. Examples of off-campus settings include, but are not limited to field trips, athletic team road trips, conferences or training events, and university-sponsored social functions.

BEST PRACTICES, Human Resources - Emp Relations

Title: Promoting best practice in our working environment # 573

Source: University of Edinburgh

Co Area:

Addl Info: <http://www.chs.med.ed.ac.uk/> (Original URL No longer valid)

Abstract: The department is committed to providing a supportive working environment to enable each member of staff to fulfill the requirements of their post, to encourage professional development and to reach their full potential.

To this end we will:

- * make all staff members feel valued, regardless of their role or activities
- * operate a culture of 'openness' where decisions which affect members of our staff will be fully and openly discussed - no one member of staff should seek to exclude the views of others
- * support each other in the conduct of our work whenever possible
- * endeavour to recognize when colleagues are in difficulty (personal or professional) and support these colleagues to the best of our ability
- * respond sympathetically and openly to criticisms and complaints
- * respect the work of others and the contributions they have made to our own activities
- * respect the views of others even when we may not agree with those views

Specific mechanisms for achieving these principles will include regular department meetings and social events, open and consultative mechanisms of management, and good personnel practice. We will also strive for a safe and health-enhancing workplace, which facilitates:

- * uptake of:
 - o the University of Edinburgh codes of workplace conduct - we will seek active support from the university in our efforts to promote a high quality workplace, and
 - o university health and safety procedures (including a smoke-free work environment)
- * cycling/walking to work (where practical) and physical activity
- * occupational stress reduction measures
- * family-friendly work practices, respecting in particular the needs of staff with dependants

BEST PRACTICES, Human Resources - Emp Relations

Title: Flexible Employment Options # 581
Source: Staffordshire University **Co Area:**
Addl Info: <http://www.staffs.ac.uk/feo/weblinks.php>
Abstract: If you are new to the subject of flexible working and work/life balance then the following websites will provide some background information.

The sites are a mixture of commercial, government and charity sites. Some are general work sites with sections on flexible working and work life balance; others focus specifically on flexible working. The list is in alphabetical order.

The above site consists of links to other sites. The main Flexible Employment Options site is at <http://www.staffs.ac.uk/feo/>
Getting the work/life balance right for Higher Education
What is FEO? | The Project team | FEO Phase 1 | FEO Phase 2 | Practical help | Events
We are committed to developing an integrated programme of flexible employment options specifically suited to the Higher Education (HE) sector.

Title: Effective Investigations and Report Writing - Practical Skills for Internal Investigators # 648
Source: University of California **Co Area:**
Addl Info: http://www.ucop.edu/hrap/pdfs/day2/effective_investigat.pdf
Abstract: Why have an internal grievance process?

- Lower turnover minimize conflict before things get out of hand
- Improve morale/working conditions = more productivity
- Reduce litigation or have better litigation position
- Public relations issues
- Duty to exhaust admin. remedies

Why are effective investigation skills important?

- Legal changes - affirmative defense/defense to damages
- Investigator's credibility and the process at stake
- Obligation to provide environment free of harassment

BEST PRACTICES, Human Resources - Emp Relations

Title: Florida University Employee Recognition Programs # 669
Source: State of Florida Universities **Co Area:**
Addl Info: [See abstract below](#)
Abstract: FSU - <http://www.vpfa.fsu.edu/policies/personnel/3j.html>
UCF - <http://hr.ucf.edu/web/employeerecognition/index.shtml> - scroll down - they're listed on the left
UF - http://www.hr.ufl.edu/benefits/awards_recognition.htm
USF - <http://usfweb2.usf.edu/usfpers/TemporaryRules/Workgroups.html#Recognition> – also see Recognition on the left
UWF - <https://nautical.uwf.edu/UnitApp/Publication/Pub.cfm?PubFormatID=945>
FIU - http://www.fiu.edu/personnel/nom_form06.pdf and http://www.fiu.edu/pres/newsletter/may_06/may29/university_news.htm
FGCU - <http://itech.fgcu.edu/general/iep.htm>
FAMU - <http://www.famu.edu/oldsite/about/admin/vpad/hr/HomePg-EmpRelat.htm#> - scroll down to Employee Recognition Program

Title: Bosses' 10 biggest sins # 675
Source: Fortune - CNNMoney.com **Co Area:**
Addl Info: http://money.cnn.com/2006/10/16/pf/boss_sins/index.htm
Abstract: Survey finds that managers who take the buddy-buddy approach and micromanage are top offenders.

Bosses' 10 biggest sins
Tries too hard to be everyone's friend
Micromanages
Ignores conflict
Arrogant
Wishy-washy
Impulsive
Unable to delegate
Impatient
Stubborn
Unprofessional

The site goes on to give the employees' "wish" list

BEST PRACTICES, Human Resources - Emp Relations

Title: Best Bosses # 676
Source: Fortune - CNNMoney.com **Co Area:**
Addl Info: <http://money.cnn.com/2006/09/25/magazines/fsb/betterbosses.fsb/index.htm?postversion=2006092815>
Abstract: Winning Workplaces (<http://www.winningworkplaces.org/>) is a nonprofit in Evanston, Ill., that helps small-business managers improve their communication skills to make workers more productive and happier.

It assembled a team of respected judges, who culled the 80 applicants by looking at factors such as employee satisfaction ratings and by interviewing workers. The result? Eighteen Best Bosses - 17 from commercial companies and one from a nonprofit.

From companies that offer free gourmet dinners during crunch times to a boss who lends top performers the keys to his convertible.

Title: Best Companies for Job-Seekers # 677
Source: Quintessential Careers **Co Area:**
Addl Info: http://www.quintcareers.com/best_places_to_work.html
Abstract: This is a good resource to learn what makes a company a good place to work. they've broken these rankings of best places to work into three categories: best places to work or live for all job-seekers; best places to work for types of job-seekers; and lists of more lists.

Example -
Most Admired Companies
Best...
Employers of Choice 500
Most Respected
Best for Latinos, Working Mothers, Executive Women, etc

BEST PRACTICES, Human Resources - Emp Relations

Title: Best Companies to Work for in Florida # 678

Source: Fortune - CNNMoney.com **Co Area:**

Addl Info: <http://money.cnn.com/magazines/fortune/bestcompanies/state/F.html>

Abstract: Baptist Health Care, Pensacola, FL
New hires at this Southern hospital group wear an ID badge sticker for the first 90 days so that co-workers can offer a helping hand. To brush up on company culture, after five months they're invited to a day of skits, contests, and speakers.

Baptist Health South Florida, Coral Gables, FL
These hospitals encourage employees to go the extra mile with lots of incentive bonus programs. Donations to a fund to assist co-workers are matched. To help workers meet weight targets, they'll even pay for Weight Watchers.

JM Family Enterprises, Deerfield Beach, FL
Employees at the nation's largest distributor of Toyota vehicles have been socking away 15% of pay via profit sharing every year since 1969. And good grooming is easy here: There's a free hair and nail salon onsite.

Publix Super Markets, Lakeland, FL
The Southeastern supermarket chain is 100% employee-owned. To celebrate the company's 75th birthday in 2005, 850 stores hosted parties with balloons, banners, costumes, and musical performances.

(Being a part of the State, FAU is limited on what it can do/give employees - but often it's the atmosphere/environment rather than the actual gift that is important

BEST PRACTICES, Human Resources - Emp Relations

Title: Best Places to Work 2006: Academia

679

Source: The Scientist

Co Area:

Addl Info: http://www.urcmich.org/commentary/BPTW_Academia_2006_press_release.pdf

Abstract: Everything year this scientific magazine conductions a Best Places to Work: Academia survey - unfortunately you need to subscribe to view the results. However, by doing a search, I found leading the 2006 survey was St. Jude's Children's Research Hospital in Memphis, followed by the J. David Gladstone Institutes in San Francisco, Ohio State University, Vanderbilt University, Calvin College in Grand Rapids, Mich., Trudeau Institute in Saranac, N.Y., Michigan State University, University of Florida, Fox Chase Cancer Center in Philadelphia, National Institutes of Health, Georgia Institute of Technology, University of Delaware, Stanford University, Wayne State University in Detroit and the Donald Danforth Plant Science Center in St. Louis.

Ohio State - <http://www.osu.edu/news/newsitem1455>.

Top-notch students and support for excellence are two key factors that contribute to a good work environment, according to Robert McGrath, senior vice president for research. Personal fulfillment ranked as the most important factor in determining workplace satisfaction among survey participants.

Vanderbilt - <http://www.vanderbilt.edu/register/articles?id=29225>

"Vanderbilt places great emphasis on encouraging creativity, independent thinking, and providing our faculty and staff with the environment they need to do the best possible work," said Jeffrey Balsler, associate vice chancellor for research.

University of Delaware - <http://www.udel.edu/PR/UDaily/2007/oct/work100906.html>

For the second year in a row, "personal fulfillment" was voted the number-one factor in determining workplace satisfaction. The more than 1,500 survey respondents also ranked peer relations, institutional management and tenure procedures among the most important factors.

Also see http://images.the-scientist.com/pdfs/bptw/BPTW_Academia_2006_press_release.pdf

BEST PRACTICES, Human Resources - Emp Relations

Title: UTMB ranks among top 10 “Best Places to Work” # 680

Source: Houston Business Journal

Co Area:

Addl Info: <http://www.utmb.edu/archived-newsinfo/02pr/oct02/hbj.htm>

Abstract: The University of Texas Medical Branch at Galveston (UTMB) ranked ninth among large employers in the greater Houston area’s “Best Places to Work 2004.”

In addition to the Houston Business Journal survey rankings, Shingleton points to a decreasing turnover rate at the university each year. She also notes that employee feedback in the university’s semiannual satisfaction survey—dubbed “You Count Survey”—has been increasingly positive. The special issue of the Houston Business Journal included a quote from one UTMB employee, who described how UTMB is unique: “I have never worked for an institution so committed to its mission and to its employees. It’s a pleasure to come to work every day.”

You Count Survey - <http://www.utmb.edu/youcount/> You Count! is confidential. The UTMB You Count! survey allows you to privately voice your opinions, ideas and concerns. Watson Wyatt Worldwide, a third-party consulting firm, administers each survey and provides only cumulative, statistical data to UTMB. No one from UTMB ever sees individual responses.

BEST PRACTICES, Human Resources - Emp Relations

Title: Washington University named one of best places to work

681

Source: Washington University

Co Area:

Addl Info: <http://news-info.wustl.edu/news/page/normal/7047.html>

Abstract: April 20, 2006 -- Washington University in St. Louis was named one of the top three Best Places to Work in the St. Louis Business Journal's annual survey of area employees.

According to the Business Journal, Washington University was recognized because of its tuition assistance programs for employees, spouses and dependents, its health plans and its retirement programs. In the past year, the University has undertaken many initiatives and is committed to improving the quality of the workplace for its employees.

Recently, a "Benefits Plan for the Future" was unveiled, which will provide a more flexible and complete benefits program for the University's faculty and staff. WUSTL continues to address the nationwide pressures faced by institutions regarding cost containment, while remaining competitive in compensation, tuition and fees, and overall benefits package.

The University remains committed to environmental responsibility and to finding ways to conserve energy while providing greater service. Starting this summer, WUSTL will provide qualifying faculty, students and staff with all-points Metro passes that will allow them free access to MetroLink and MetroBus.

Also in the past year, the University developed a generous entry-level wage that is well above starting average hourly compensation levels for comparable positions in the St. Louis region. The University is working with a local healthcare proprietor to allow contracted workers access to care. In the coming year, the University will provide additional significant funds toward continuing the improvement of circumstances for lower-paid workers.

BEST PRACTICES, Human Resources - Emp Relations

Title: HR enters U of L in 'Best Places to Work in Kentucky' competition # 682

Source: University of Louisville

Co Area:

Addl Info: <http://www.louisville.edu/admin/humanr/> (Original URL No longer valid)

Abstract: "We believe U of L is a wonderful place to work, and we want everyone to know it," said Brian Buford, coordinator of organizational effectiveness. "Every week, I meet new employees who are coming to U of L from other schools and organizations," he said. "What I've learned from talking to them is that our benefits are among the best out there in the marketplace, with a remarkably generous retirement and a tuition remission benefit very few can match. Not to mention the remarkable benefit of having an administration that welcomes staff and faculty input through the Staff and Faculty senates and other advisory groups."

More reasons U of L is one of the Best Places to Work in Kentucky (Site has info on each reason)

- * U of L has great benefits.
- * Faculty and staff get perks on and off campus.
- * Staff and faculty have a say in what happens.
- * Administration recognizes employee dedication.
- * Professional development and mentoring opportunities are available.
- * U of L demonstrates excellence.
- * U of L is a vital part of the community.

Title: Best Practices Initiative ...A Better Way to Work Together # 706

Source: Yale University

Co Area:

Addl Info: <http://www.yale.edu/bestpractices/>

Abstract: During the most recent labor negotiations, the University and the Unions believed that signing an unprecedented eight year contract would create an opportunity to develop cooperative approaches to the way we communicate and work together. We incorporated language into the contract that set the framework for beginning and supporting that process.

The University and the Unions agreed to create committee structures to improve the University's overall quality, efficiency and workplace culture. This Best Practices Initiative has already led to improvements in a number of areas around campus--and to a new feeling of working together to create change.

Several projects are described on this site, as are the structures for creating best practice initiatives and suggestions for how to create a committee in your department.

Best Practices are defined in the contract as practices that substantially increase productivity, efficiency and satisfaction of employees or managers or that improve the quality of services.

BEST PRACTICES, Human Resources - Emp Relations

Title: Best Places to Work For - 2007

750

Source: Fortune Magazine

Co Area:

Addl Info: <http://money.cnn.com/magazines/fortune/bestcompanies/2007/index.html>

Abstract: Web Site also links to prior year's Winners.

1. Google - Free meals, swimming spa, and free doctors onsite. Engineers can spend 20% of time on independent projects
2. Genentech - Biotech leader has uncommonly loyal staffers. Last year 537 employees took a six-week paid sabbatical, which is available for every six years of service.
3. Wegmans Food Markets - Private grocery chain gets thousands of letters every year from shoppers coveting a Wegmans in their neighborhood.
4. Container Store - Storage retailer pays sales employees 50% to 100% above industry average. Nearly one-tenth of all employees take advantage of "family friendly" shift, from 9 a.m. to 2 p.m., allowing for school drop-offs and pickups.
5. Whole Foods Market - Whole Foods has long had a salary cap limiting pay of top execs, currently at 19 times average full-time pay.
6. Network Appliance - Data-storage company climbed 21 spots as employees cheered enhanced benefits for parents of special-needs children, widespread use of flexible schedules (95% of employees), and a soaring stock (up 50% in 2006).
7. S.C. Johnson & Son - This household-products company subsidizes hotel stays for employees who live 25 miles or more from work and offers discounts at its newly expanded child-care center for families making under \$60,000 a year.
8. Boston Consulting Grp. - Employees working more than 60 hours a week at this management consultant are placed in a "red zone" and advised by a career mentor. A push to hire more women resulted in a 25% rise in female consultants from 2004.
9. Methodist Hospital Sys. - As gas prices soared last year, Methodist sent employees (everyone except top execs) a \$250 gift card for use at Chevron stations, prompting more than 500 staffers to e-mail thank-yous to CEO Ron Giroto.
10. W.L. Gore & Associates - Great ideas come from all corners at this nonhierarchical Delaware company, which prefers to promote from within.

Best Benefits -

Health care - Sixteen companies on this year's list pay 100% of their employees' health-care premiums.

Child care - Almost one-third of the Best Companies (32) offer an onsite child-care center.

Work-life balance - The top 10 Best Companies where employees feel "encouraged to balance their work and personal life."

Telecommuting - 82 Best Companies allow employees to telecommute or work at home at least 20% of the time

Sabbaticals - 22 companies on this year's list offer fully paid sabbaticals.

BEST PRACTICES, Human Resources - Emp Relations

Title: 2007 Results Announced: Best Places to Work in Academia # 846

Source: The Scientist **Co Area:**

Addl Info: <http://www.marketwire.com/mw/release.do?id=786337>

Abstract: The Scientist's readers this year ranked Massachusetts General Hospital in Boston as the Best Place to Work in Academia in the U.S. and Dalhousie University in Halifax, Canada as the top international institution. In the survey, published in the November issue of The Scientist, the National Cancer Institute-Frederick, Clemson University, Purdue University and the Trudeau Institute rounded out the top 5 in the U.S. Among international institutions, the University of Nottingham, the University of Helsinki, and the University of Dundee took top honors.

The top three U.S. rankings are represented by three types of institutions: Mass General (medical), the National Cancer Institute at Frederick (governmental), and Clemson (academic).

Title: Best Practices from the Best Employers # 919

Source: Business Week **Co Area:**

Addl Info: http://www.businessweek.com/smallbiz/content/jul2008/sb20080716_648090.htm

Abstract: The nation's top 25 small business employers were named last month following a survey conducted by the Society for Human Resource Management and research and management consulting firm Great Place to Work Institute. The companies share certain common values when it comes to their employees.

What traits do the best smaller employers have in common? The top thing is full and great communication plans. These are organizations that focus not only on how they treat their employees but also how they talk with their employees and how their employees are encouraged to talk to them. The "open communication" concept tends to be found throughout all of the companies that are winners, year after year.

In addition, the article mentions good benefits along with camaraderie which is always important, and so are events that are meaningful. For more information, see <http://www.greatplacetowork.com/best/list-sme-2008.htm>.

BEST PRACTICES, Human Resources - Emp Relations

Title: 100 Best Companies to Work For - 2009 # 943

Source: Fortune - CNNMoney.com **Co Area:**

Addl Info: <http://money.cnn.com/magazines/fortune/bestcompanies/2009/>

Abstract: Even in this economy, some companies are going out of their way to please employees. See detailed profiles of the top 100 employers, including interactive maps, key perks, contact information, and more. Top 10 are:

NetApp	Edward Jones
Boston Consulting	Google
Wegmans	Cisco
Genentech	Methodist Hospital
Goldman Sachs	Nugget Market

Net Apps - Employee enthusiasm for the legendary egalitarian culture helped catapult NetApp to No. 1 after six years on our list. Typical of its down-to-earth management ethos, NetApp early on ditched a travel policy a dozen -pages long in favor of this maxim: "We are a frugal company. But don't show up dog-tired to save a few bucks. Use your common sense."

Edward Jones - The stock market collapse reduced partner distributions and bonuses, but Jim Weddle, who heads the brokerage, assured associates the firm had no exposure to high-risk mortgages or financial derivatives and no plans for layoffs.

(See <http://money.cnn.com/magazines/fortune/bestcompanies/2008/> for 2008)

Title: Great Colleges to Work # 1000

Source: Harvard Law School - Chronicle of Higher Education **Co Area:**

Addl Info: <http://chronicle.com/indepth/academicworkplace/?src=093> (Contact Dianne Parkerson for access)

Abstract: Administrators, professors, and staff members at many colleges remain upbeat about their jobs, despite the economy, according to The Chronicle's second annual Great Colleges to Work For survey. The Great Colleges to Work For program recognizes institutions for best practices and policies in 26 categories for four-year colleges and in 15 categories for community colleges.

BEST PRACTICES AT 4 HONOR-ROLL COLLEGES
Emory U. Trains Its Own Leaders
Personal Touches Warm Up Oklahoma City U.
Inclusiveness Goes a Long Way at Howard Community College
Gettysburg College Takes Work-Life Balance Seriously

BEST PRACTICES, Human Resources - Emp Relations

Title: 100 Best Companies to Work For - 2008

1004

Source: Fortune - CNNMoney.com

Co Area:

Addl Info: <http://money.cnn.com/magazines/fortune/bestcompanies/2008/index.html>

Abstract:

1. Google
2. Quicken Loans
3. Wegmans Food Markets
4. Edward Jones
5. Genentech
6. Cisco Systems
7. Starbucks
8. Qualcomm
9. Goldman Sachs
10. Methodist Hospital System

Google gives stock options to 99% of employees. Quicken Loans is ethically driven is what one employee calls the online mortgage lender. See http://money.cnn.com/magazines/fortune/bestcompanies/2008/full_list/index.html for full list with links