

BEST PRACTICES, Human Resources

Title: Institute of Certified Professional Managers - Management World Archives: Best Practices # 378
Source: James Madison University **Co Area:**
Addl Info: http://cob.jmu.edu/icpm/management_world/mwbparchive.htm
Abstract: This site lists brief monthly newsletters from January 2004 - some of the topics -
Focus on Business Processes: The Missing Link
Giving Employees What They Want
Inclusion Key for Productive Workforce
Ethics for Sale
Ten Most Common Managerial Mistakes That Lead to Litigation
From Manager to Leader
Don't Do What Joe Did--Make Recognition Really Count
Performance Based Succession Planning
Capturing the Value of "Generation Tech" Employees
Clear Communication
Top Reasons to Seek Certification
Becoming an Outstanding Communicator

Title: Workplace Success Stories - Recognition Strategies for a Diverse Workforce # 440
Source: University of California Berkeley **Co Area:** EEO
Addl Info: <http://hrweb.berkeley.edu/seads/success/success.htm>
Abstract: The Workplace Success Stories Recognition Program provides a vehicle to collect and widely disseminate information about successful workplace practices in the areas of equal employment opportunity (fairness), affirmative action (representation), and diversity (inclusiveness). Nominated departments who meet the selection criteria, focused around a particular theme each year, receive recognition, and their success stories are shared with the entire campus community in a variety of venues with hopes that the successful practices will be adapted by other departments. Each year a call goes out and Chancellor Berdahl encourages departments to submit nominations. Several Vice Chancellors also send out memos encouraging departments within their control units to submit nominations.
Approximately 40 proposals are showcased and are listed by - Category | Workplace Issues Addressed | Department | Control Unit/Division

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Title: Establishing a Tobacco-Free Policy on Campus: The OTC Story # 461

Source: Ozarks Technical Community College **Co Area:** Student Affairs

Addl Info: <http://www.otc.edu/about/tobaccofree.php>

Abstract: A completely tobacco-free campus is still almost unheard of. This is not to say that policymakers, students, and staff are unaware of the inherent problems and debris of tobacco use on campus, it has just seemed an insurmountable problem to date. Ozarks Technical Community College (OTC) in Springfield, Missouri took the leap to eradicate tobacco use from the college grounds in fall of 2003 after much consideration and planning, and upon reaching the conclusion that it was just the right thing to do. OTC is among less than a handful of known colleges nationwide that has implemented such a policy. A case study of our journey has been detailed below.

Title: SUNY Best Practices Search Facility # 482

Source: State University of New York **Co Area:**

Addl Info: <http://www.suny.edu/BestPractices/Best.Practices.2004.01.27.pdf>

Abstract: Page 43 of the above PDF Document - As part of the Task Force on Efficiency and Effectiveness, campus presidents were asked to provide initiative they believe they carry out better than any other campus, along with those innovative ideas that have saved or avoided spending resources. The "Best Practices" reported in this document have resulted in significant savings throughout SUNY and, when shared with other campuses, have the potential to realize even greater savings within the system.

Collaborative Staff Training with DOL
Multi-campus Department Training
Vacancy Control
Staff Development Team

Title: Human Resource Policy Manual # 504

Source: Commonwealth of Virginia **Co Area:**

Addl Info: <http://www.dhrm.state.va.us/hrpolicy/policy.html>

Abstract: A very good website listing personnel policies

Policy Categories: - General Policies | Equal Opportunity and Employment Practices | Compensation Management | Benefits Management | Management Development and Training | Records Management

Alphabetical Listing of Policies:
Interpretive Policy Guides:

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Title: Manager's Toolkit # 543
Source: Queen's University **Co Area:**
Addl Info: <http://www.hr.queensu.ca/toolkit/toolkit.php>
Abstract: This is a nice website designed for Managers. It covers -
Managing Employees
Dealing with Issues
Staffing & Hiring
Additional Information

Title: Staff Disability Policy # 579
Source: Roehampton University **Co Area:** EEO
Addl Info: <http://www.roehampton.ac.uk/humanresources/files/Disability%20Policy%20Staff.doc>
Abstract: Roehampton is committed to the provision of equal opportunities for all, as outlined in the University's Diversity and Equal Opportunities Policy. This Disability Policy sets out the University's commitment to both potential and actual employees with a disability, and provides a framework to ensure that the University offers a supportive environment for any employee with a disability. The University also recognizes the need to provide such resources as may be necessary to support the employment of people with disabilities, and undertakes to identify resources wherever possible.

The University recognizes and intends to meet its statutory obligations under the Disability Discrimination Act not to discriminate against an employee with a disability, and to make reasonable adjustments to seek to overcome any practical difficulties that may prevent an applicant with a disability from taking up employment.

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Title: Outstanding Program Awards # 606

Source: National Association of State Chief Administrators **Co Area:**

Addl Info: <http://www.nasca.org/awards/01awards.cfm>

Abstract: This sites lists the 2001 award winners in several categories. Below are the Human Resources awards -

Human Resources

For human resource practices that make state government employment more beneficial to the employee and enhance productivity, retention and recruitment.

WINNER:

Pennsylvania: PA IT - Retention and Recruitment - http://www.nasca.org/awards/2001awardssummaries/human_resources_pennsylvania.pdf

Other Nominations:

Colorado: Colorado Performance-Based Pay System - http://www.nasca.org/awards/2001awardssummaries/human_resources_colorado.pdf

Idaho: Preventing Workplace Violence - A Guide for Agency Planners -

http://www.nasca.org/awards/2001awardssummaries/human_resources_idaho.pdf

Ohio: Online Employee Application Program (OLEAP) - http://www.nasca.org/awards/2001awardssummaries/human_resources_ohio.pdf

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Title: Human Resources and the Internet

622

Source: Cornell University

Co Area:

Addl Info: <http://www.ilr.cornell.edu/library/research/subjectGuides/hrlInternet.html>

Abstract: More and more organizations are concerned about falling behind the technology curve. They are using the Internet or Intranets to provide and communicate information to their employees and to create more efficient workplaces. The human resources department is often at the center of this effort.

Introduction

Arbitration and Mediation

Benchmarking and Best Practices -

http://www.ilr.cornell.edu/library/subjectGuides/humanResourcesAndTheInternet.html?refresh=true&cat_id=829

Benefits and Compensation

Books and Publications

Company Information

Consultants

Diversity in Employment

Employment and Labor Law

Ergonomics

Global HR

Government

HR and Related Online Magazines

HR Graduate Programs

Intranet/Internet

Job Searching

Knowledge Management

Labor

Miscellaneous

News and Media Sites

Professional Associations and Organizations

Retirement

Safety and Health

Salary Information

Sexual Harassment

Staffing

Starting Points

Statistical Sites

Telecommuting

Training and Development

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Title: Higher Education Administration; A Guide to Legal, Ethical and Practical Issues # 699

Source: Book by Norma Goonen & Rachael Blechman **Co Area:** EEO

Addl Info: [Book available from FAU Library LB 2341.G573 1999](#)

Abstract: Decision making in higher education is a complex process of balancing conflicting needs and interests while adhering to the law; the institution's mission, values and standards; and the practical considerations necessary for its fiscal and operational health.

Chapters related HR issues

2. Hiring Issues
 3. Compensation and Employment Issues
 4. Promotion and Tenure Issues
 5. Terminations, Nonrenewals, and Reductions in Force
-

Title: Best Practices (For SLCC College Employees) # 743

Source: Salt Lake Community College **Co Area:**

Addl Info: <http://www.slcc.edu/hr/bestpractices.asp>

Abstract: List of several items including
Leadership and Supervision Best Practices
How to Say you're fired
Statement on Stewardship

Their New Employee Orientation is Online - <http://www.slcc.edu/staffdevelopment/newemployee.asp>

Title: UT System Institutional Best Practices # 776

Source: University of Texas System **Co Area:**

Addl Info: <http://www.utsystem.edu/eac/BestPractices.htm>

Abstract: "Best practices" offers a snapshot of innovative and model employee programs from all UT System institutions, collected via an annual survey. The above link leads to the 64 page document prepared in 2002-2003. Links for updates are also listed on the above page.

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Title: Tobacco Use and College Campuses: Health Implications and Best Practices

782

Source: University of Hawaii

Co Area:

Addl Info: <http://www.hawaii.edu/smokingpolicy/expert.pdf>

Abstract: The Mission: To help everyone in the University community including students, faculty, and staff to not start using tobacco products, to quit using tobacco products if they wish to, and to not be exposed to tobacco smoke.

1. Introduction
2. Tobacco Use Among College Students
3. Tobacco Marketing to College Students
4. Second-hand Smoke
5. Smoking in the Workplace
6. Detrimental Impacts of Second-hand Smoke Outdoors
7. Other College Campuses
8. CDC Best Practices
9. Tobacco Use in Hawai'i
10. Current University of Hawai'i Policy

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Title: Human Resources Efficiencies (2005) # 785

Source: Florida Atlantic University

Co Area:

Addl Info: [Contact Denise Campbell, Former Director, dcamp@fau.edu, 561 297-2626](mailto:dcamp@fau.edu)

- Abstract:**
- (1) Leadership – University of Central Oklahoma – We like this program. We are looking at a similar concept at FAU. We are working on considerably enhancing our supervisory training program to better develop our supervisors/manager to be more knowledgeable, confident, and decisive when it comes to supervising skills.
 - (2) Direct Deposit – George Mason University – We have a similar program at FAU.
 - (3) Times of Crises and Emergency – FSU – We really like this concept and will be doing some further research with the HR department at FSU.
 - (4) Work/Life Balance – Barry University – As you know I have the alternative work arrangement policy still pending on my plate. I have been doing research with other institutions, trying to find the most appropriate balance for our university. This is a topic that is important and will be addressed soon.
 - (5) Workplace Violence – FSU – Interesting program.
 - (6) Centralized Web Application – North Carolina State University – SCT Banner is capable of doing this but we have not had an opportunity to test it thoroughly to see if it would work at our university.
 - (7) GUIDE – FSU – This type of program is characteristic of their employee relations approach. We have prided ourselves in taking a much more “hands-on” approach in working directly with supervisors and employees through their employee relations issues. However we do recognize that we should have more useful tools for supervisors on our website.
 - (8) Position Classification Structure – George State University – We are in the process of planning out our classification restructure with a goal of decreasing the number of position titles used at this university.
 - (9) Problem Resolution – University of Memphis – Interesting concept.
 - (10) e-HR – Self Service – FSU – Of course we have the Banner OWLS at the university. FSU’s program appears to be branching the self service concept throughout all of their areas. We have a few current projects that are similar to some of their projects. Our entire classification process is on-line. This has reduced the processing time considerably since it was implemented. We are also working on an on-line employment application process/applicant tracking program that should prove to be very efficient in streamlining our recruitment process. One future project is having all position descriptions on line so that departments can access the data at any time to make updates as needed.
 - (11) Work Life Connections – George Mason University – These are two nice programs. We would like to send out a nice “Welcome to the

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University” message for all of our new employees. We plan on taking individual pictures during orientation and send out a message to the university public once a week to welcome each new employee. The message would include their picture, name, title and department.

(12) Effective Technology Training – University of Georgia – Nice program implemented by their IRM department. Once we hire our new Training Manager we can look at possible ways to team up with IRM where appropriate.

(13) Virtual HR – Virginia Commonwealth University – We have already done some of these types of things at FAU. We have a goal of revising our current website to be more interactive and better tailored for our customers.

(14) Web and Benefits Information – University of Georgia – We are looking at adding a benefits orientation link on our website (using power point). The new hire letters of offer could refer them to the link so that they would have a chance to learn more about their benefit options before the actual new hire orientation.

(15) Training Services – North Carolina State University – This was an interesting concept.

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Title: Human Resources Efficiencies Continued (2005)

786

Source: Florida Atlantic University

Co Area:

Addl Info: [Contact Denise Campbell, Former Director, dcamp@fau.edu, 561 297-2626](mailto:dcamp@fau.edu)

- Abstract:**
- (1) More than an Annual Review – Excellent concepts. Part of our upcoming training efforts will be concentrating on performance appraisals both from the employee and supervisor perspective.
 - (2) My Professional Development – Good concept.
 - (3) New Employee Orientation – This may be what we are experiencing. We are in the process of evaluating our current orientation program. We more than likely will end up making adjustments so that we are focusing more on the University's philosophy, work environment and expectations.
 - (4) Making Campus Meetings More Effective – I have bookmarked their site and plan on reviewing it in the near future. We may be able to take this information, tailor it to fit our University needs and then share with our administrators, directors and managers as a useful reference guide. I like it!
 - (5) Performance Review Process for Classified Staff – They have set up a very user-friendly process. Right now our performance appraisals are not kept on a database where supervisors could access and modify. This would be a possible project for our technical position once he has completed the on-line application project. I would also see us putting our position descriptions in a similar database for easy access.
 - (6) Establishing The Wisconsin Union as an Ideal Work Environment – I agree with this approach. There are things that employees like that would set FAU a part for the surrounding market. We haven't done enough of this type of review.
 - (7) Certification Assistance Program – This is interesting.
 - (8) HR Works To Improve Hiring – I have made several conversations with our new Employment/Employee Relations Manager. She is on the exact same page as the University of Miami. Some interesting changes are ahead for us.
 - (9) Campus-wide Employee Recognition Program – As you know we have a few employee recognition programs during the annual service awards. I know that customer service is going to be a major issue in the upcoming months. It would be excellent if the President would recognize the "shining stars" across the campus. Maybe on a quarterly basis. They could have a private lunch with him and he could personally thank them for their superb customer service skills. There is a customer service committee that Jennifer O'Flannery is heading up. We could mention it as a possibility.
 - (10) Document Imaging and Workflow for Staff Recruitment – The on-line applicant process should accomplish some of this.
 - (11) The Ten Best Ways to Reward Good Work – We do need to find ways to reward excellence. Great employees that are not

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recognized will either leave the university or become frustrated and eventually lost interest in their work.

(12) Are Your Parental-Leave Policies Legal? – We are actually in the process of revising our parental leave policy to better clarify the options for both parents. I feel that our policy is fair since fathers are allowed up to 12 weeks of parental leave under FMLA or the 6 months of parental leave – both would run concurrently. I will mention to Larry Glick to get his thoughts on the matter.

(13) Annual Performance Evaluation Exercise with Academic Staff Employees – Interesting approach.

Title:	Paid Outside Work	#	845
Source:	University of Newcastle	Co Area:	
Addl Info:	http://www.newcastle.edu.au/policylibrary/000835.html		
Abstract:	The 2007– 2011 University of Newcastle Strategic Plan asserts the need to protect and further the University’s interests by developing and implementing a comprehensive and robust risk management framework. It is in the interests of the University for members of staff to participate in appropriate paid outside work activities which bring benefits to the institution while promoting or maintaining the professional standing of staff.		
	Policy Intent - This policy provides a framework for the undertaking of paid external work by academic and non-academic staff. Policy Objectives - The objectives of this policy are: i. to encourage staff participation in consultancies which bring opportunities and benefits to the University, its staff and its clients; ii. to facilitate the negotiation and determination of contracts bringing significant benefits to the University and its staff whilst ensuring full cost recovery and compliance with relevant legislation; iii. to provide a flexible management framework to cover the range of paid outside work opportunities available to the staff of the University; iv. to define the University's expectations of the types of paid outside work to be undertaken by staff which involve or implicate the University, including ensuring the proper functioning of the School or Faculty of the staff member; and v. to provide guidance to persons inside and outside the University as to the range of paid outside work which can be undertaken using the University’s name, services, or resources, either directly or by implication.		

Title:	Best Practices in Maintaining Personnel Files	#	871
Source:	University of California Riverside	Co Area:	University Wide
Addl Info:	http://www.accounting.ucr.edu/forms/personnel_file.ppt		
Abstract:	PowerPoint presentation covering Content, Periodic Reviews, Content Organization, and Access & Release of Records.		

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Title: Strategy Manager: Enhancing the Implementation of Strategic Planning by Effectively Organizing and Managing Strategic Initiatives # 875

Source: Florida State University

Co Area: University Wide

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2008.html

Abstract: Anecdotal data suggest that Strategic Plans often become “coffee table books” or “dust collectors” on the shelf. The literature on strategic planning in higher education cites two consistent gaps identified with this phenomenon. One is managing implementation and follow-through; the other is establishing a clear line of sight so that frontline staff can connect their job with the strategic plan. The Florida State University Office of Human Resources has developed and implemented an online tool called “Strategy Manager” to address the identified gaps stated above and to successfully align our HR strategic assessment, planning, and budgeting with the FSU Division of Finance and Administration’s goals.

After the initial framework was complete, Strategy Manager was piloted by all units in HR. The response from directors, managers, and staff was positive, specifically with its simplicity to the user and the ability to see expectations, results and alignment of all strategic activity within the department.

The next step will be to fully integrate Strategy Manager into a departmental budget request template that will give decision makers informed connections between the budget requests and F&A’s strategic goals, thus more informed resource allocation decisions.

Title: Introducing a Web-Based Additional Compensation System # 885

Source: Louisiana State University

Co Area: Controller's Office - Payroll

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2008.html

Abstract: The Human Resource Management System consists of three sections; position control, transaction processing, and additional compensation. In an effort to better manage the massive undertaking of creating an entire Human Resource System, the university decided to divide the project into smaller sections. The Additional Compensation System was chosen as the first section to redesign since its transactions stand alone and are not associated with other personnel transactions. In May 2007, a web-based, user friendly Additional Compensation system was introduced to the LSU community.

Describes the process leading up to implementation and the many benefits that were gained.

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Title: Texas A&M University Employee Service Center # 893

Source: Texas A&M University **Co Area:** Controller's Office - Payroll

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2008.html

Abstract: Due to Texas A&M University's decentralized approach to human resource and payroll operations for its 8,500 full time and 7,500 part time employees, it is hard for employees tasked with this function to keep up to date on the many changes in benefits, leave, and retirement rules when this is typically an add-on to their duties. In response to this challenge, the Employee Service Center (ESC) was established to be an employee's primary resource for any employment-related issue, including benefits, pay, leave, retirement, job opportunity, workers' compensation and employee development and training. Combining these functions in one area has also helped to streamline processes where duplication of effort was identified.

Since its opening, the ESC has worked to continuously improve its performance. Daily it receives more than 200 calls, visits or emails, answering the phone in at least three seconds and responding to the questions in less than twenty-four hours.

Title: 10 best practices for I-9 compliance policies # 926

Source: New Hampshire Business Review **Co Area:**

Addl Info: <http://nhbr.com/apps/pbcs.dll/article?AID=/20080912/INDUSTRY04/809119975/-1/NEWS06>

Abstract:

1. Have a written policy
2. Store I-9s separate from personnel files
3. House I-9s in three separate notebook binders, one each for current employees for whom re-verification will never be required, current employees requiring re-verification and terminated employees
4. Designate I-9 specialists and provide training and refresher instruction as appropriate
5. Complete I-9s at the same point in the hiring process for all employees
- . Retain copies of supporting documents that are presented by employees during the I-9 process
7. Make the instructions to the I-9 available to the newly hired employee at the time the I-9 is being completed
8. Develop resources and reference materials for use by your I-9 specialists, including a copy of your written policy, a copy of the government's I-9 handbook for employers and the like
9. Periodically audit your I-9s to ensure adherence to your policy
10. Use your audits as an occasion to review and revise your written policy to address any problem areas revealed by your audit

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Title: The IRSC Way: Better, More Efficient and Customer Friendly # 967

Source: Indian River State College **Co Area:**

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2009.html

Abstract: The initiative to revise administrator and staff performance appraisals was begun by identifying a task team for the project. The task team, lead by Human Resources, was comprised of a cross section of administrators and staff.

The implementation included elevating the process to an on-line accessible template for improved efficiency and ease in completion by the evaluators. The end product resulted in a paradigm shift, replacing the previous numeric based evaluations with a format of simple performance rankings around levels of "meeting expectations." Expanding narrative boxes for each criteria of performance allowed for brief critiques focused on growth and developmental feedback. The new format devoted sections to immediate and long term individually based performance plans; individually considered professional development plans; and discussion of individual job functions that support the college mission.

Human Resources mirrored the concept of electronic ease in the recruiting arena. The objective was to simplify the reviewing of recruiting pools by hiring committees. While the college undertook the beginning stages of the cost benefit analysis of purchasing off the shelf programs, as opposed to developing an in-house automated recruiting system, a stop gap measure for increased efficiencies became an expanded use of scanning, combined with e-mail delivery of applications. The measure demonstrated creative and successful use of existing tools. Community focused recruiting was an added service that paid off with better educated applicants regarding requirements of accreditation for instructional positions, as well as what to expect with the Indian River recruiting processes as a whole.

The last leg of the customer friendly and efficiency based changes undertaken was to better serve the entire HR customer base of Indian River State College. Through ongoing cross training, a job buddy system and job rotations within the Human Resources Department, service capability was increased. Success was evidenced across several HR functionalities where back-ups for service needs could readily be found when "key owners" might be otherwise occupied or off site. Actual job rotations shift primary ownership of functionalities, offer support by a back-up buddy, and allow progression of depth and growth in HR expertise. With the beginning of the fall semester, '08-'09, the department added one more dimension with extended office hours during registration weeks and by appointment through the remainder of the year.

Title: Best-Practice Strategies for Faculty Recruitment # 1010

Source: University of San Diego **Co Area:** EEO

Addl Info: http://academicaffairs.ucsd.edu/aps/adeo/docs/Best_Practices.doc

Abstract: Check list of strategies for the recruitment process - can also be of use for non-faculty.

See <http://academicaffairs.ucsd.edu/aps/adeo/recprocedures.htm> for list of Recruitment Procedures, Forms, Resources

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Title: Best Practices for Campus Morale

1020

Source: University of California Riverside

Co Area: University Wide

Addl Info: http://www.morale.ucr.edu/pdf/best_practices.pdf

Abstract: Best Practices is a dynamic process through which the University ensures that a commitment to excellence, as identified through its mission statement and established goals, is enhanced by all facets of University operations. This process is best achieved within a culture of collaboration and knowledge sharing. Best Practices draws on the talents and knowledge of all personnel to identify current successful practices, evaluate their effectiveness and explore options for improvement, which are then documented, shared and adapted for use by others.