

Recommendations for Strategic Personnel Management Practices

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Introduction

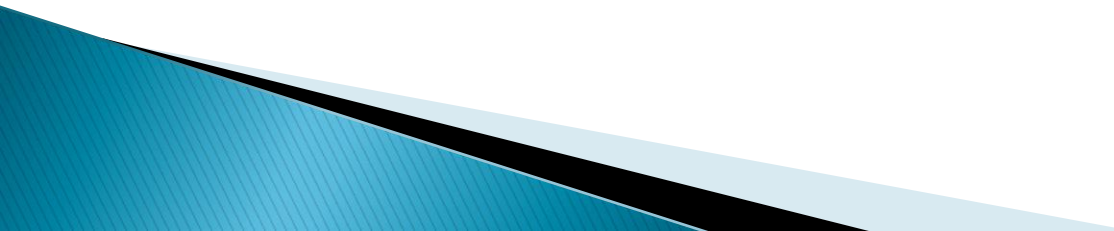
- ▶ Recruitment & Hiring
 - ▶ Classification
 - ▶ Compensation
 - ▶ Performance Appraisal
 - ▶ Employee Relations
 - ▶ Labor Relations
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HR Environment

▶ External

- Politics
- General Public
- Economic conditions
- Technology

▶ Internal

- Labor Unions
 - Employees
 - Attrition
 - Budget
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Recruitment and Selection

▶ Weaknesses To Address

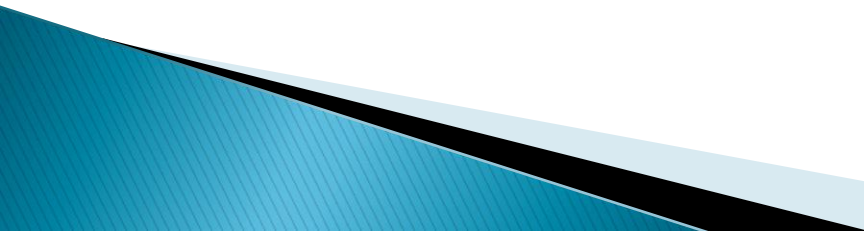
- Marketing and networking skills are underutilized
- Recruitment is often restricted to entry-level positions

▶ Strengths to Preserve

- Employee benefits
 - Serving the public
 - Strong commitment to diversity and inclusiveness
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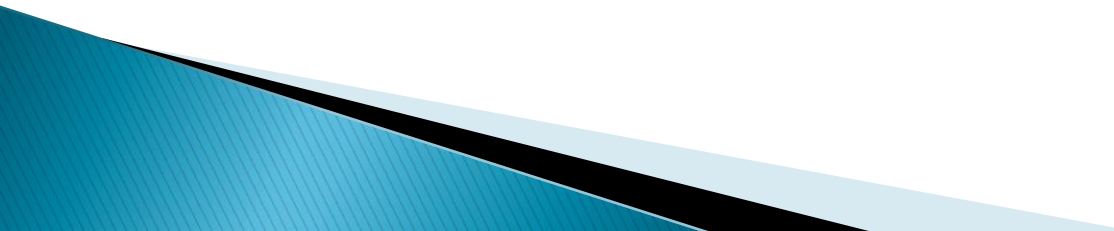
Recruitment and Selection

▶ Legal Framework

- Title VII of the Civil Rights Act of 1964, as amended
 - Executive Order 11478
 - The Rehabilitation Act of 1973, ADA Act of 1990
 - The Age Discrimination in Employment Act
 - Federal Equal Opportunity Recruitment Program
 - Veteran's Employment Opportunity Act
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Recruitment and Selection

▶ Recommendations for Reform


- Increase non-monetary employee benefits
 - Employer branding
 - Social networking sites
 - Professional organizations
 - Universities/specific departments and programs
 - Community organizations
 - Veteran organizations
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Classification

▶ Weaknesses to Address

- Subjective, inconsistent and unilateral
- Rigidity often leads to “grade escalation”
- Narrow view of positions can lead to over specification and too many job classes

▶ Strengths to Preserve

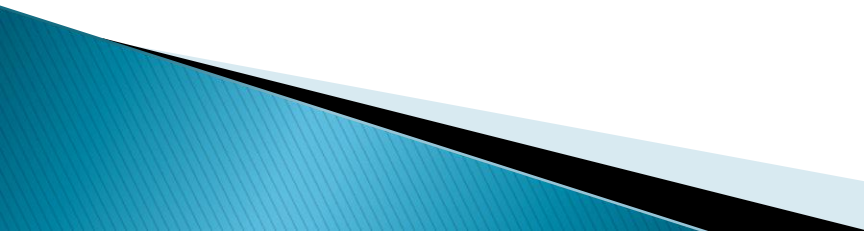
- Separate position classification from the incumbent’s characteristics/individual qualifications
 - Equal pay for equal work
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Classification Proposal

▶ Legal Considerations

- Classification Act of 1949
- Title 5, U.S. Code
- Job Evaluation Act of 1970
- California Government Code, Title 2, Division 5, Part 2, State Civil Service

▶ Recommendations for Reform

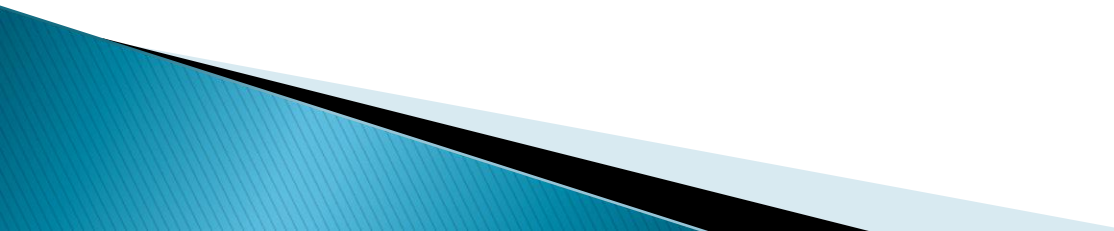
- Broadband classification for all positions covered by the General Schedule
 - Use factor evaluation systems
 - Require benchmarking for new positions and position reclassifications
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Compensation

▶ Weaknesses to Address

- Inflexible and too centralized
- Little room to reward excellence
- Hard to keep employees accountable

▶ Strengths to Preserve

- Easy to administer and understand
 - Transparent
 - Perceived as fair
 - Expense is predictable
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Compensation

▶ Recommendations for Reform


- Combine traditional merit system with performance-based incentives
 - Performance bonuses (monetary and other)
 - Quality or merit step increases within paybands
 - Step increases contingent upon reviews
 - COLAs and labor market considerations
- Boost other benefits
- Ensure fairness and transparency

Performance Appraisal

▶ Weaknesses to Address

- Traditional annual evaluations written by managers are difficult
- Pay-for-performance: not enough money to reward all high-performers
- Many agencies neglect performance evaluations

▶ Strengths to Preserve

- Motivate and inspire high levels of performance
 - Reward good performance
 - Hold employees accountable for poor performance
 - Promote Communication
 - Provide accurate and effective evaluations
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Performance Appraisal Proposal

▶ Legal Considerations

- Government Performance Results Act (GRPA)

▶ Recommendations for Reform

- Assessment Centers
- Multi-Source/360 degree Performance Appraisal
- Non-monetary Rewards for High-performers
 - More time off, more flexible work schedules
- Probationary periods
 - To assess potential success on the job

Employee Relations



| Legal Frame | Good for... |
|----------------------------|--|
| U.S.C. Title 5. Chapter 75 | Adverse actions |
| U.S.C. Title 5. Chapter 43 | Actions against poor performance |
| U.S.C. Title 5. Chapter 77 | Reconsideration of erroneous third party decisions |
| EEOC, FLRA, MSPB, US OSC | Advice, mediation, reconsideration, etc. |

Employee Relations Proposal

| Weaknesses to address | Strengths to Preserve | Implement |
|--|--|--|
| <ul style="list-style-type: none"><input type="checkbox"/> Poor performance and miscommunication.<input type="checkbox"/> Lack of proper discipline<input type="checkbox"/> Lack of staff recognition.<input type="checkbox"/> Lack of appreciation of staff diversity. | <ul style="list-style-type: none"><input type="checkbox"/> Good communication habits.<input type="checkbox"/> Alternatives to solve disagreements.<input type="checkbox"/> Relationship between employee relations and work/life balancing issues. | <ul style="list-style-type: none"><input type="checkbox"/> Coaching and counseling<input type="checkbox"/> Techniques to recognize employees.<input type="checkbox"/> A continuous revision, evaluation and redesign of failing standards. |

Labor–Management Relations

▶ Weaknesses to Address

- Ability to strike (non federal unions)
- Power imbalance due to labors collective bargaining agreement
- Stalls in labor negotiations

▶ Strengths to Preserve

- The limited scope of federal employee unions collective bargaining
 - Sovereignty
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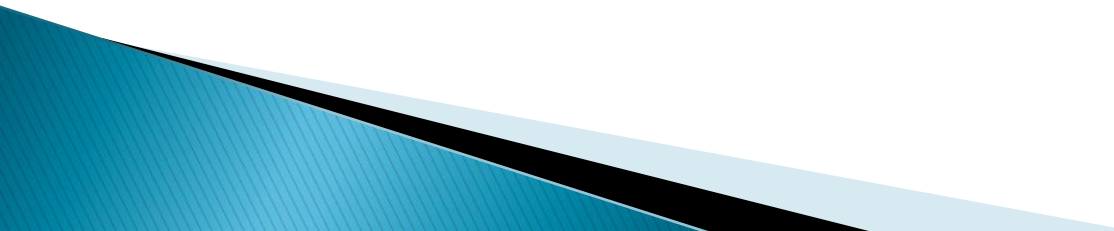
Labor-Management Relations Proposal

| Legal Considerations | |
|---|--|
| Federal | California |
| Civil Service reform Act Title VII (1978) | Meyers-Milias-Brown Act (2005) (MMBA) |
| Executive Order 13203 (2001) | Public Employment Relations Board (PERB) |
| Taft Hartley Act (1947) | |

▶ Recommendations for Reform

- Form a collaboration between labor and management (EO 12871)
 - The collaborative issue will be the delivery of service to the public.
 - Incorporate collaboration into labor agreements
- Encourage labor to bid on public sector work as if many other private sector firms are bidding on it.
- Proposed Legal Changes to Effect Labor-Management Relations
- Streamline due process both in terms of time and stages of the process.

Proposed Legislation

- ▶ Streamline due process
 - ▶ Broadband classification for all GS employees
 - ▶ Consolidate paid leave documentation
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Questions?

Thank You!