

ANR Cooperative Extension Risk Assessment Best Practices

Staff – Management of

A. Individual Characteristics

1. Provide training workshops for advisors and program managers to address personnel management and evaluation, supervisory skills, leadership skills, and dealing with conflict and difficult people
2. Avoid informal employment situations that create risk when individuals are working in our programs but are not yet hired as employees
3. Address need for additional/enhanced labor relations support services for supervisors (e.g., an ANR Labor Relations Specialist who would be available to travel to county offices when needed)
4. Give County Director authority and human resources support to council advisors who need help with their supervisory responsibilities

B. Knowledge of Human Resources Policy

1. Enhance Regional Processing Handbook with additional resources on effective supervisory strategies, performance issues, and complying with UC personnel policies
2. Improve and update Policy and Procedure manuals for hiring and evaluation
3. Use the Web to improve policy access and turn-around time
4. Implement training programs with supporting documentation made available
5. Increase presence and accessibility of Affirmative Action and Equal Employment Opportunity(AA/EEO) requirements
6. Hire management personnel with previous management experience
7. Update management policy in a timely manner (i.e., Web site updates)
8. Require participation in a supervisory training workshop prior to becoming a supervisor
9. Create tools for supervisors (Web-based) to facilitate supervisory functions, and review of key personnel policies, outline responsibilities of a supervisor, etc.
10. Clarify policies (and/or allowances) addressing the seasonal nature of many of career staff positions (particularly in agricultural programs), Possibly modifying current burdensome layoff and reduction in time requirements
11. Create a leadership and management development program for future County Directors
12. Develop a mentoring program for new supervisors/managers in ANR
13. Negotiate employment contracts with Unions that recognize restricted funding sources associated with contracts and grants

ANR Cooperative Extension Risk Assessment Best Practices

C. Organizational Characteristics

1. Standardize management procedures across regions
2. Improve communication flow between ANR Staff Personnel Services, UCOP Labor Relations, UCD Human Resources, and Regional Offices to facilitate consistent policy interpretations and practices throughout state
3. Maintain knowledge and expertise at regional level
4. Provide stipend for Assistant/Acting County Directors to assist in human resources responsibilities
5. Recruit for Regional Director positions from internal resources with county-based experience
6. Implement consistent personnel practices and procedures across ANR units/employees
7. Hold managers and advisors accountable for improper management
8. Consolidate all staff personnel responsibilities for all ANR staff employees in ANR Staff Personnel Services Office