Human(ity) Resources: Relationship-Based HR Model

65,000 voices
Objectives

- Summarize how workforce competencies drive performance management in alignment with Southcentral Foundation’s Nuka System of Care
- Explore how SCF’s Human Resources department utilizes a relationship-based approach
- Describe the Nuka System of Care’s method for performance management
Recruitment and Hiring
Would you want to work for a company like SCF?
Would you like to live in Alaska?
Are you sure?
Recruiting

- Focus on lifestyle first
  - Who wants to live in Alaska?
- Alaska as a fit for the whole family
- Fit with SCF’s Nuka System of Care
  - You can love Nuka, but if you don’t love Alaska, it will not work
Selecting Based on ‘Fit’

- Behavioral Based Interviewing
  - Hiring based on behaviors, not skills
  - Learning from past experiences rather than a candidate’s ‘opinion of themselves’

- Proactive group interviewing
  - Shift away from the old ‘vacancy’ based model

- Improving cycle time
  - Find the right person, hire now
Recruiting With Career Paths

- Supports our goals of Native Preference
- Retains talent within the organization
- Aligns with behavioral hiring approach
  - Find the right behaviors, teach the skills
Growing from Within

- Job progressions
  - Allows us to hire entry level and train
- Career ladders
  - Administrative Support to CEO
  - Ladders through management and improvement
Career Paths

MANAGEMENT CAREER PATH

Admin Support I, II, III ➔ Program Coordinator I, II
Supervisor I, II ➔ Administrator I, II
Director I, II ➔ Vice President
President/CEO ➔

IMPROVEMENT CAREER PATH

Admin Support I, II, III ➔ Program Coordinator I, II
Improvement Specialist I, II ➔ Improvement Advisor
Senior Improvement Advisor ➔ Organizational Development Director
Vice President ➔ President/CEO
Alaska Native/American Indian Promotion


SCF Total
SCF Target
Workforce Performance
Workforce Competencies

- Customer Care and Relationships
- Communication and Teamwork
- Improvement and Innovation
- Workforce Development Skills and Abilities
Achieve corporate goals and objectives and align with corporate core competencies
Skills and abilities every employee must possess and continuously develop
Establish criteria expected of each individual in the entire workforce
Job Description

- Outlines position responsibilities
- Responsibilities are categorized into the four (4) workforce competencies
- Workforce competencies emphasized throughout the workforce
- Provides a foundation throughout the workforce
Performance Development Plan

- Builds from general workforce competency expectations
- Create personalized development plans
  - Position and employee specific
  - Tool used to communicate performance expectations
  - Foundation for developing performance evaluations
Performance Development Plan

- Align with corporate and department goals and objectives

- Detail each of the goals and accountabilities
- Include quantitative and qualitative data
- Developed with employee input and feedback
Performance Evaluation

- Measure individual performance
  - Evaluations tied to the corporate strategic plan
  - Cascading through annual plans
- Employees evaluated annually
  - Performance expectations outlined in Performance Development Plan
- Merit increases tied to performance
Core Concepts

Work together in relationship to learn and grow
Encourage understanding
Listen with an open mind
Laugh and enjoy humor throughout the day
Notice the dignity and value of ourselves and others
Engage others with compassion
Share our stories and our hearts
Strive to honor and respect ourselves and others
Motivating the Right Behaviors

- Linkage to SCF’s Goals
  - Shared Responsibility
  - Commitment to Quality
  - Family Wellness

- Performance Management Toolbox
  - Beyond corrective action
  - Working with individuals stories
  - Walking along side our employees
• HR divided into teams
  • Multidisciplinary teams
  • Each team has a customer group to maximize relationships
  • Same day action

• Who should decide how HR runs? HR Director or the customer?

• Role of the HR Committee
Workforce Development

- Four workgroups under the HR Committee
- New goals each year based on annual planning
- Current projects include:
  - Increasing Alaska Native employees in clinical positions
  - Improve Organizational performance through data management
  - Increase the number of Alaska Native / American Indian employees ready for the next level of responsibility
Lessons Learned

- Fewer questions on Performance Development Plan and evaluation is better
- Core of everything is workforce competencies
- Deploying workforce competencies takes significant planning and resources
- Clarity on the authority of the HR Committee is important
Questions?
Thank You!

Qa̱gaasakung
Aleut

Mahsi'
Gwich’in Athabascan

Quyanaa
Alutiiq

Quyanaq
Inupiaq

Awa'ahdah
Eyak

Háw'aa
Haida

Igamsiqanaghalek
Siberian Yupik

Quyanaa
Yup’ik

T’oyaxsm
Tsimshian

Gunalchéesh
Tlingit

Tsin'aen
Ahtna Athabascan

Chin’an
Dena’ina Athabascan