

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

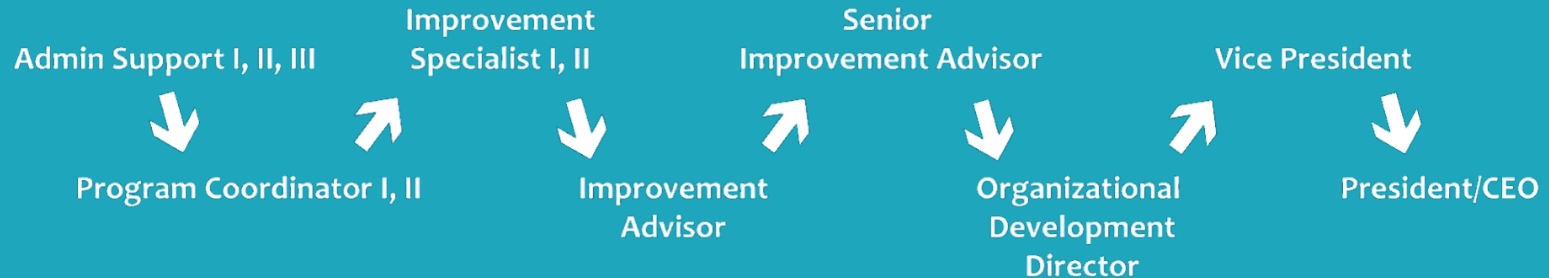
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- Job progressions
 - Allows us to hire entry level and train
 - Career ladders
 - Administrative Support to CEO
 - Ladders through management and improvement

Career Paths

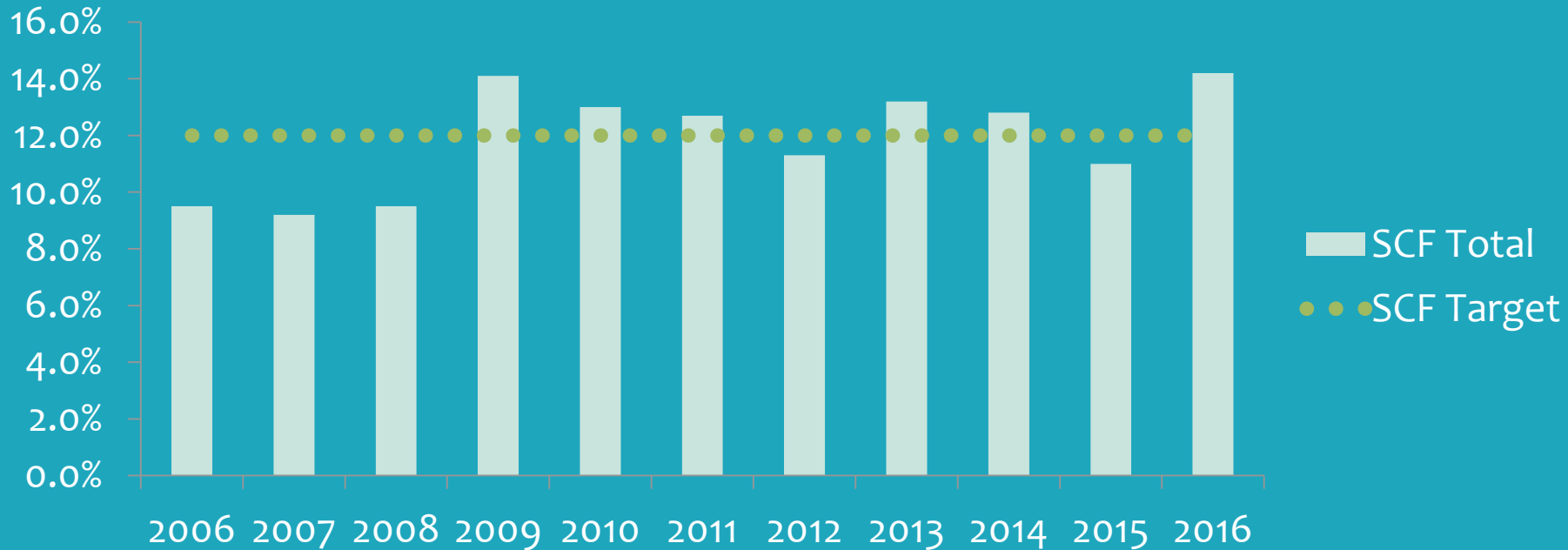
MANAGEMENT CAREER PATH



IMPROVEMENT CAREER PATH



Alaska Native/American Indian Promotion





Workforce Performance

Workforce Competencies

- Customer Care and Relationships
- Communication and Teamwork
- Improvement and Innovation
- Workforce Development Skills and Abilities

Workforce Competencies

- 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

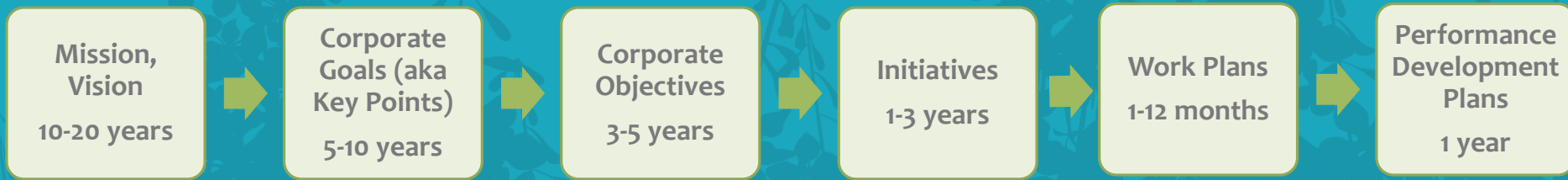
- Outlines position responsibilities
- Responsibilities are categorized into the four (4) workforce competencies
- Workforce competencies emphasized throughout the workforce
- Provides a foundation throughout the workforce

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

Managing Through Core Concepts



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

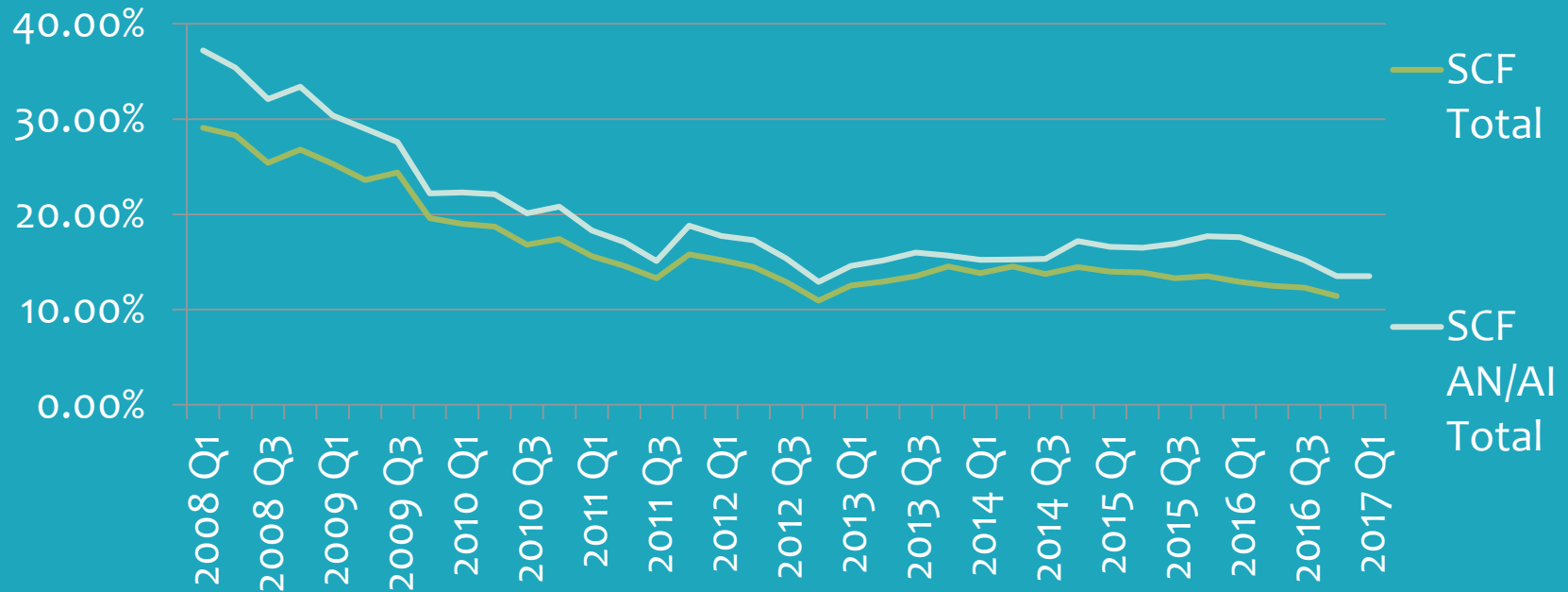
Share our stories and our hearts

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

Total and Alaska Native/American Indian Turnover



Relationship-Based Model in HR

- 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!

Qa̕gaasakung

Aleut

Quyanaa

Alutiiq

Quyanaq

Inupiaq

Awa'ahdah

Eyak

Mahsi'

Gwich'in Athabascan

Igamsiqanaghalek

Siberian Yupik

Háw'aa

Haida

Quyana

Yup'ik

T'oyaxsm

Tsimshian

Gunalchéesh

Tlingit

Tsin'aen

Ahtna Athabascan

Chin'an

Dena'ina Athabascan