A collection of symbolic objects including a chessboard, medals, a compass, and glasses. The chessboard is in the top left, with several pieces visible. Below it are two medals: one with a red ribbon and a white star, and another with a blue ribbon and a white star. A compass is in the bottom left. A pair of glasses is in the center. The background is a light-colored, textured surface.

What's it worth to you?

**Defining a new
employment framework**

**Maria Elena Rivera
Associate Vice-President,
San Jose State University**



◆ **“I don’t skate to where the puck is- I skate to where the puck will be!”**

• **Wayne Gretsky**



Where the puck will be....

21st Century Work

TRENDS:

- Contracting-freelance employees
- Labor shortage
- Worker Quality



Where the puck will be

21st Century Work

Transformation has to focus on

the Exchange Relationship



The Exchange Relationship

◆ Definition:

- Monetary and non-monetary return offered to employees in exchange for their time, talents, efforts, and ultimately, their productivity

The Myths

◆ **“8 hours pay for 8 hours work”**

◆ **“Pay for services rendered”**





The Truth

- ◆ **“Employee loyalty is gone”**

**Audrey Freedman,
Labor Economist**



Recruitment Drivers

- ◆ **Competitive base pay**
- ◆ **Competitive health care**
- ◆ **Work-life balance**
- ◆ **Career advancement**
- ◆ **Pay for performance**




Retention Drivers

- ◆ **Competent co-workers**
- ◆ **Opportunity to learn**
- ◆ **Reputation of organization**
- ◆ **Fair compensation**
- ◆ **Relationship with manager**



Engagement Drivers

- ◆ **Interest in employee well-being**
- ◆ **Professional Development**
- ◆ **Reputation of organization**
- ◆ **Decision-making authority**
- ◆ **Fair compensation**

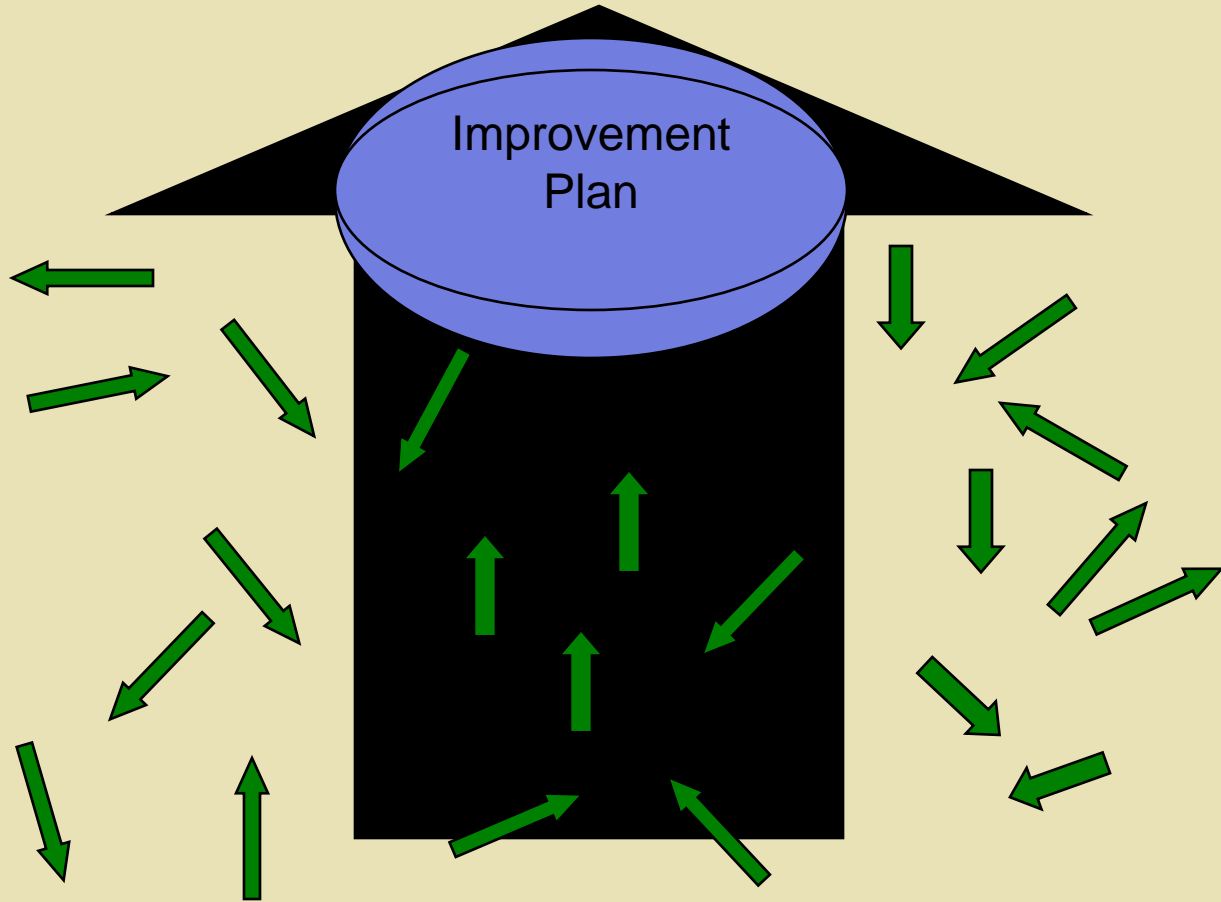


Lessons of the dot com era

- ◆ **Value exchange must be enhanced**
- ◆ **The first to deploy wins**
- ◆ **Compensation and benefits were not enough**
- ◆ **Employees looking for community**
- ◆ **Employers looking for improved business results**

The Problem: Misalignment

Activities

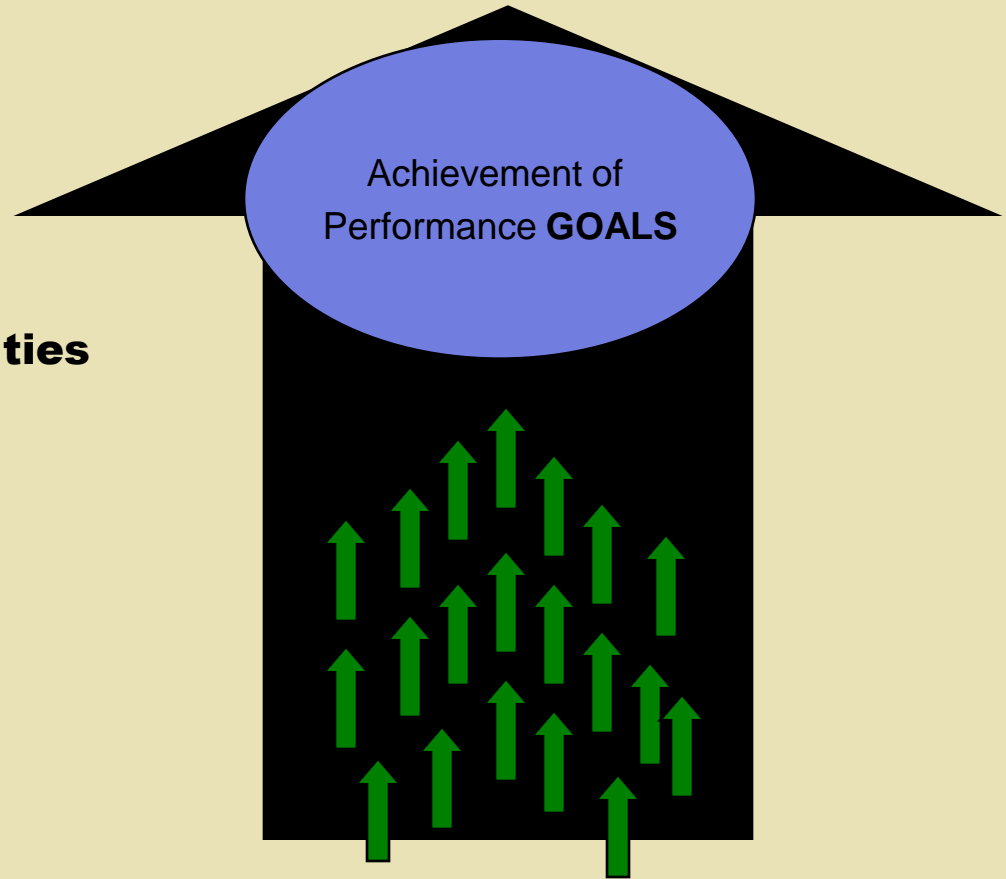


The Answer: Alignment

- ◆ **Alignment**



- ◆ = **Programs & Activities**





**How can HR get to where
the puck will be?**



Strategic NOT Programmatic

- ◆ **Develop a business case**
- ◆ **Align with organizational direction**
- ◆ **Create support systems**
- ◆ **Measure Results**
- ◆ **Communicate Impact**



Value Exchange Options

- ◆ **Pay for Performance**
- ◆ **Time Savers**
- ◆ **Work Re-design**
- ◆ **Education Incentives**
- ◆ **Places of gathering**
- ◆ **Transportation Incentives**
- ◆ **Housing**
- ◆ **Charitable giving**



Understanding Employee Needs

Source: Concourse Group, 2003

N=44k

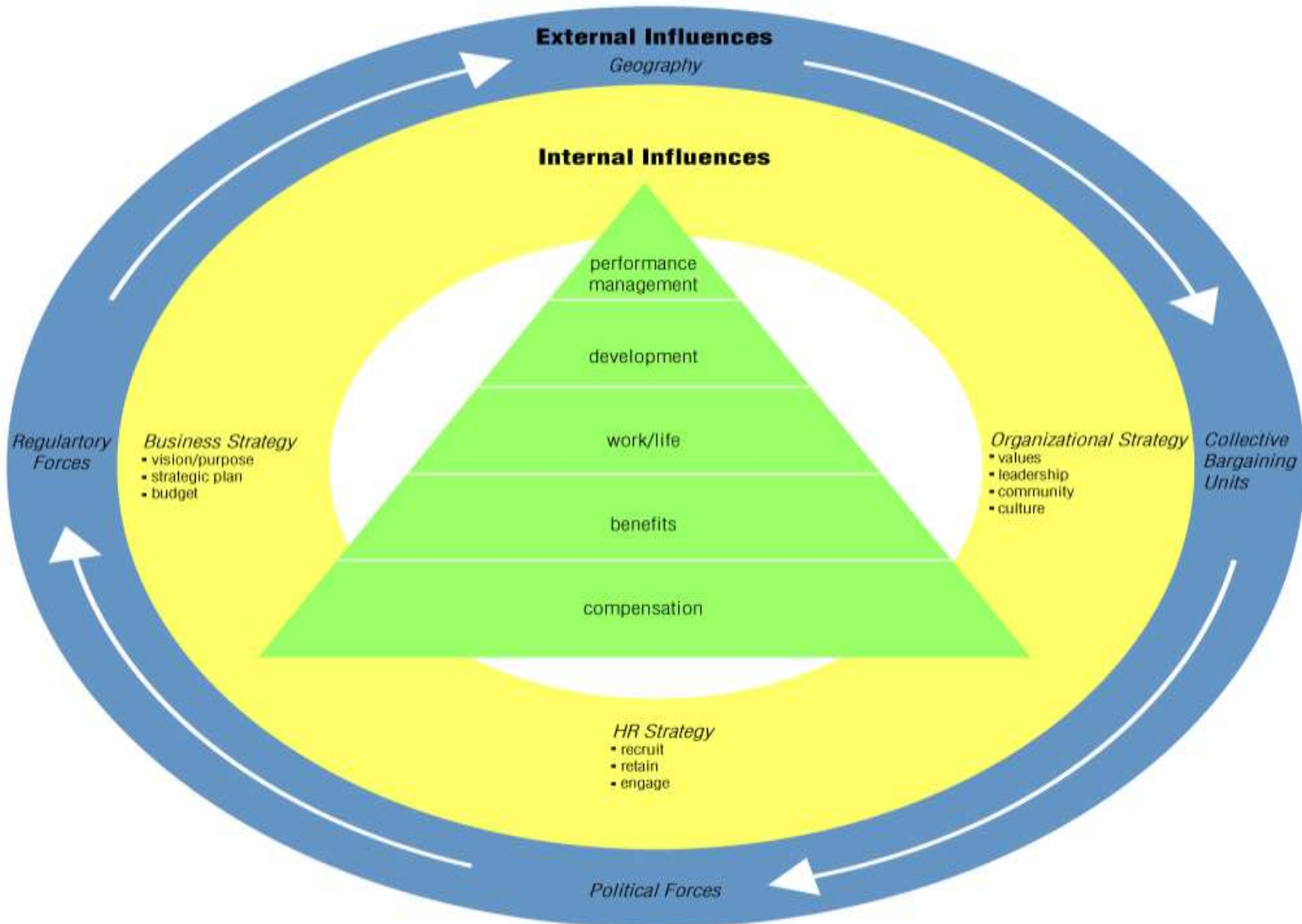
Trends	Younger Worker	Mid-Career Worker	Mature Worker
Flex hours	X	X	X
Compressed Workweek	X	*	X
PT work	X	*	X
Contract Work	X		X
Special Assignments	X	X	X
On-call Work	X		

The Framework for the HR strategy



Vision 2010

University of Choice = Recruit, Retain, Engage Workforce



Recruit, Retain, Engage = Business Results = University of Choice



- ◆ **Valuing people at the front lines has a lot to do with the numbers on the bottom line**

The Exchange Relationship that Really Works!

- ◆ Benefits
- ◆ Compensation
- ◆ Culture



The Exchange Relationship that Really Works!

- ◆ Recruit
- ◆ Retain
- ◆ Engage



QUESTIONS

