

Conversations On Leadership

Human Resources
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LOMA LINDA UNIVERSITY
HEALTH

Many Strengths.
One Mission.

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Employment Life Cycle

Your Employer Brand

Who do you need?



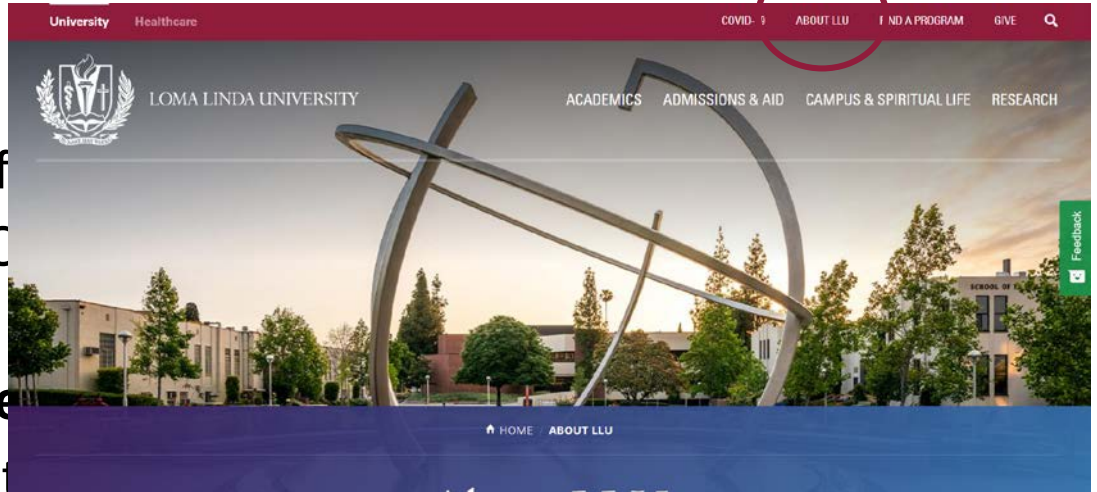
What do we expect?

Your “Brand”

- » The “About Us” section of
- » Mission, Vision, Values, C

Loma Linda University Health

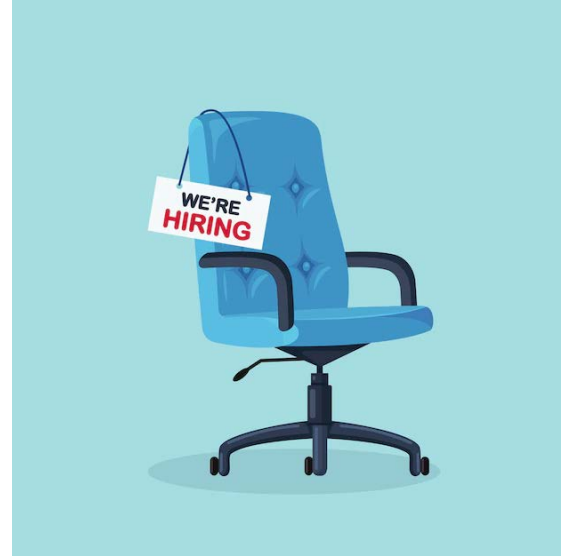
- ~ **Mission:** To continue the teaching and healing ministry of Jesus Christ
- ~ **Vision:** Transforming lives through education, healthcare and research
- ~ **Values:** Compassion, Wholeness, Integrity, Teamwork, Humility, Justice, Excellence



Recruitment

Who Do You Need?

- » Staffing Plan
- » Job Descriptions
- » Benefits & Compensation
- » Interview Protocol



Job Descriptions


1. **Job title**—name of the position.
2. **Salary grade/level/family/range**—compensation levels, groups or pay ranges into which jobs of the same or similar worth are placed, including minimum and maximum pay bands.
3. **Reports to**—title of the position this job reports to.
4. **Date**—date when the job description was written or last reviewed.
5. **Summary/objective**—summary and overall objectives of the job.
6. **Essential functions**—essential functions, including how an individual is to perform them and the frequency with which the tasks are performed; the tasks must be part of the job function and truly necessary or required to perform the job.
7. **Competency**—knowledge, skills and abilities.

Job Descriptions

8. **Supervisory responsibilities**—direct reports, if any, and the level of supervision.
9. **Position type and expected hours of work**—full time or part time, typical work hours and shifts, days of week, and whether overtime is expected.
10. **Travel**—percentage of travel time expected for the position, where the travel occurs, such as locally or in specific countries or states, and whether the travel is overnight.
11. **Required education and experience**—education and experience based on requirements that are job-related and consistent with business necessity.
12. **Additional eligibility qualifications**—additional requirements such as certifications, industry-specific experience and the experience working with certain equipment.

Recruitment Preparation

» Benefits & Compensation




LOMA LINDA UNIVERSITY - STAFF
OUTLINE OF BENEFITS
 (A = SALARIED B = HOURLY C = SALARIED RESEARCH)
EFFECTIVE 09/01/2022

Benefits are administered based on employment status and other variables and are subject to change with or without notice.

BENEFITS	DESCRIPTION	PAY GRP	EFFECTIVE	PAID BY
Adoption Benefits	Financial assistance up to 75% of medical and legal fees. Maximum assistance is up to 2 times the current monthly Category A remuneration factor. Limited to one allowance per child.	A, B	Immediately	LLU
Bereavement Leave	Time off with pay (3 days) for full-time employees in the event of the death of a husband, wife, child, father, mother, brother, sister, father-in-law, mother-in-law, brother-in-law, sister-in-law, daughter-in-law, son-in-law, grandparents and grandchildren.	A, B, C	Immediately	LLU
Cafeteria Discounts	A discount is available for food purchased at any of the cafeterias. Enrollment in cafeteria payroll deduction program and identification badge required.	A, B, C	Immediately	LLU
Dependent Tuition Assistance	35% discount for day students, 70% discount for dorm students (Tuition & Fees). SDA institutions only.	A	Full-time benefit eligible	LLU
Direct Deposit	Direct deposit of paycheck available through payroll.	A, B, C	Immediately	Employee
Discount Tickets	Discounted tickets are available for many Southern California attractions. Contact LLU Student Affairs. https://home.llu.edu/campus-and-community-life/student-services/student-life/purchase-discount-tickets?source=www.llu.edu/student-life/student-affairs/	A, B, C	Immediately	Employee
Duplicate Housing Assistance	Special assistance is sometimes available for incoming employees.	A, C	As applicable (Conditional)	LLU
Educational Financial Wellness (Tuition.io)	Online educational financial wellness platform with tools, resources and coaching to support employees in their planning and management of current and/or future student loan debt. Platform includes premium support for Public Service Forgiveness (PSF). https://tuo.tuition.io	A, B	After 30 days	LLU
Employee Assistance Program (EAP)	Confidential employee support and counseling service to assist with personal or work-related problems. https://jobs.llu.org/benefits/employee-student-assistance-program	A, B, C	Immediately	LLU
Fitness Center (Drayson Center)	Full-time benefit eligible employees, their spouses and their dependent children (per Drayson Center policy) under the age of 18 may use the recreational facilities free of charge. https://drayson.llu.edu/	A, B, C	Tuesday after 1 st paycheck	LLU

2022 Payroll Calendar



LEGEND: = Pay Period Ends = Holiday

JANUARY							FEBRUARY							MARCH						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
2	3	4	5	6	7	8	6	7	8	9	10	11	12	6	7	8	9	10	11	12
9	10	11	12	13	14	15	13	14	15	16	17	18	19	13	14	15	16	17	18	19
16	17	18	19	20	21	22	20	21	22	23	24	25	26	20	21	22	23	24	25	26
23	24	25	26	27	28	29	27	28						27	28	29	30	31		
30	31																			

APRIL							MAY							JUNE						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
3	4	5	6	7	8	9	8	9	10	11	12	13	5	6	7	8	9	10	11	
10	11	12	13	14	15	16	15	16	17	18	19	20	21	12	13	14	15	16	17	18
17	18	19	20	21	22	23	22	23	24	25	26	27	28	19	20	21	22	23	24	25
24	25	26	27	28	29	30	29	30	31					26	27	28	29	30		

JULY							AUGUST							SEPTEMBER							
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	
3	4	5	6	7	8	9	7	8	9	10	11	12	13	4	5	6	7	8	9	10	
10	11	12	13	14	15	16	14	15	16	17	18	19	20	21	11	12	13	14	15	16	17
17	18	19	20	21	22	23	21	22	23	24	25	26	27	28	18	19	20	21	22	23	24
24	25	26	27	28	29	30	28	29	30	31					25	26	27	28	29	30	31
31																					

OCTOBER							NOVEMBER							DECEMBER						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
2	3	4	5	6	7	8	6	7	8	9	10	11	12	4	5	6	7	8	9	10
9	10	11	12	13	14	15	13	14	15	16	17	18	19	11	12	13	14	15	16	17
16	17	18	19	20	21	22	20	21	22	23	24	25	26	18	19	20	21	22	23	24
23	24	25	26	27	28	29	27	28	29	30				25	26	27	28	29	30	31
30	31																			

Observed Holidays

Substitute Holiday: Pursuant to Company policy, Holiday Bonus pay is only received on the actual holiday, not the substitute holiday.	Observed Holiday	Substitute Holiday
*Friday, December 31, 2021 New Year's Day	Monday, May 30, 2022 Memorial Day	Thursday, November 24, 2022 Thanksgiving Day
Monday, January 17, 2022 Martin Luther King Day	Monday, July 4, 2022 Independence Day	*Friday, November 25, 2022 Office Closed
Monday, February 21, 2022 President's Day	Monday, September 5, 2022 Labor Day	*Monday, December 26, 2022 Christmas Day

Payroll Department		
Monday - Thursday: 8am - 5pm Friday: 8am - 2pm	Phone: 909-251-4004 or x14004 Fax: 909-651-4005 or x14005 Email: hr@lomalinda.edu	Loma Linda University Health 197 E. Caroline St., Suite 2300 San Bernardino, CA 92408

Time and Attendance Deadlines		
Employee Entries & Corrections End of pay period, Monday at noon	Timesheet Approval Payroll Monday at 2pm	Payroll Adjustment Forms Friday prior to pay week at 11am

Interview Protocol

BEHAVIORAL Interview

- » Behavioral interviews focus on actions that candidates have taken in previous jobs. The interviewer assesses how people approached and resolved various work problems.
 - ~ **Advantage:** Evaluates how personal attributes and job skills were applied to key tasks. The principle behind these assessments is that past performance can predict future behavior.
 - ~ **Disadvantages:** Can require persistent follow-up questions to determine just how the person was able to achieve a goal. It might be impossible to determine how much of a project's success can be credited to the job seeker as opposed to his or her team.

Interview Protocol

SITUATIONAL Interview

- » Situational questions get at how candidates might react to a scenario or problem they could face in the new job. They might be asked to respond to a hypothetical event or an actual business issue.
 - ~ **Advantages:** Explores the person's ability to work through and solve problems and to think quickly on his or her feet. Situational questions test attributes and skills that would apply to the position that the organization is trying to fill.
 - ~ **Disadvantage:** May not shine much light on the individual's work history or problems the person had in previous jobs.

Interview Protocol

GROUP Interview

- » In group or panel interviews, several people from the hiring organization meet simultaneously with each job candidate. Panel members take turns asking questions, though some in the group might be present only to observe.
 - ~ **Advantages:** Allows multiple people with different positions and perspectives to ask a variety of job-related questions. The more people involved in the panel, the more opportunities to identify strengths or weaknesses in each applicant. These sessions can include behavioral and situational questions and can reveal a person's social skills.
 - ~ **Disadvantages:** Results can be skewed if panelists fail to ask the same questions of each interviewee. In addition, untrained or undisciplined participants might be influenced by the person they like best as opposed to who is the most qualified.

Interview Protocol

CASE STUDY Interview

- » Each applicant is given a hypothetical or existing business situation or problem to analyze. The person must draw on his or her knowledge and creative abilities to come up with a solution and explain how he or she arrived at it. These exercises can be completed between interviews or during them. Some employers require candidates to make a presentation to hiring managers based on their work.
 - ~ **Advantages:** Provides an in-depth look at how the interviewee thinks and works through problems. The amount of effort an individual puts into the case study can indicate how much he or she wants the job.
 - ~ **Disadvantages:** Requires a lot of work to analyze these studies. They are particularly burdensome when there are many worthy applicants.

Onboarding & Orientation

What Do We Expect of Our Employees?

- » Employee Handbook, Policies, Performance Expectations, Mission, Vision, Values, Culture

Onboarding & Orientation

10 Questions Your Employees Should Be Able to Answer

1. What products and services does my company offer and what problem does it solve for the customer? How is the customer's life positively influenced by what my company offers?
2. How can the vision of my company be summarized in a few words?
3. What is the stated mission of my organization? What's the plan for implementing this vision?
4. Who are my company's main competitors and how is my company different from them?
5. How does my job specifically contribute to the success of the whole company?

Onboarding & Orientation

10 Questions Your Employees Should Be Able to Answer

6. How does my job specifically contribute to the success of the whole company?
7. Who is the boss of my boss and what exactly are the tasks and responsibilities of both?
8. Who is my contact in HR and how do I make sure I'm getting all the information that's important to me and my work?
9. What growth and training opportunities does my company offer?
10. Which techniques and tools are available to make my work more effective?
11. What big company events or initiatives should I know about or be participating?

Case Study # 1

» International University has an HR director, who has worked for the institution a number of years and has gradually moved up to his current position as director. He has become focused on his own projects and side business, and is taking advantage of his role in the institution to gain benefits for himself personally. He is well known to the surrounding community, and when community members come to the University to discuss potential business dealings such as sale of property and vehicles, he takes them aside to negotiate personally on behalf of his own business rather than administration. As a result, he is the largest landowner in the community. The situation came to light as the University tried to purchase adjacent land to build a new dormitory.

Case Study # 2

- » International Hospital has a department head who has a history of incompetence in their job in spite of training and counseling, and a failure to cooperate as part of the team. The CEO fired the individual. Shortly thereafter, the president of the union called the CEO and asked that the person be hired back. The individual was rehired and given additional training and counseling. However, the department head's attitude and performance has not changed.

Case Study # 3

Employee Handbook

Scheer Memorial Hospital, Nepal

Dr. Hector Gayares

- » Why did SMAH create a new employee handbook?
- » What was the process to create it?
- » What has been the feedback of employees and management as it is rolled out?

