

May 17, 2022

MEMORANDUM

TO: M. Katherine Banks, Ph.D.
President

FROM: Damon Slaydon, Working Group chair



SUBJECT: Implementation Memo – Working Group # 33

Recommendation to be Implemented: Eliminate the HR Liaison Network.

Strategic Considerations: This implementation strategy addresses the need to revitalize the delivery of human resource and payroll services across the university landscape. Currently the HR Liaison Network is comprised of individuals who are, in most cases, in a “business” title and share functionality in finance, administrative and other operational assignments. To facilitate the implementation of this strategy, employees currently identified as an HR Liaison and performing a majority of duties associated with human resources and payroll will transition to a dedicated Human Resources and Organizational Effectiveness (HROE) professional.

Logistical Issues Addressed: Multiple methods have been incorporated by both HROE and the Division of Finance (DoF) to identify the individuals and vacant positions to be aligned with HROE. HROE leveraged a database which served to provide position description detail and effort committed to human resource and payroll functions. HROE further conducted a thorough review of the existing HR Liaison Network roster to determine those individuals with significant contributions to the human resource or payroll enterprise. DoF leveraged existing leadership to contemplate effort dedicated to HROE and DoF following interviews with personnel and an assessment of designated functionality at the college/division level. Also, organizational charts were drafted to help represent existing personnel embedded within academic and operational units identifying percent efforts shared among assigned tasks. Employees transitioning to the Division of HROE (78) were notified of this on May 6 via memorandum and May 11 via Zoom. Frequent communication with both new HROE staff and customers has been and will continue to be a priority in accordance with the change management processes that are being put in place.

Major Challenges Encountered and Resolutions: To attain a measurable increase in quality and service, there must be sufficient numbers of HROE professionals to deliver human resources and payroll services at an extraordinary level. To meet this goal, an industry standard ratio of 1 HROE employee per every 150 employees (1:150) was adopted. Across all employee types, Texas A&M University (inclusive of McAllen, Texas A&M Health, Qatar, Law, and Galveston) has approximately 21,000 active positions. Using this ratio, approximately 150 HR generalists/specialists, formerly within the HR Liaison Network, will be essential to providing human resource and payroll functions. To address the appropriate segregation in functionality and identification of the newly specialized HROE professionals a new job family for human resources and payroll personnel has been created. These new career ladders will provide consistency in aligning all HROE professionals with job titles and pay grades relevant to education

and experience while also fostering opportunities for career advancement and talent management.

To help facilitate engagement with HROE employees spanning from Qatar to the Rio Grande Valley, methods/practices include scheduled reciprocal visits to/from the remote location and dedicating personnel within HROE to be responsible for creating engagement opportunities and connections in a deliberate, routine manner where all HROE employees come to expect and anticipate meaningful touchpoints regularly from main campus.

HROE has also developed content and delivery methods for key human resource and payroll competencies as well as deeper conceptual and tactical training for our staff. Working group #32 was tasked with this effort and has developed a strategy that will be effective to meet our implementation date, and then will continue to refine and enhance the training that will be offered to future new hires within HROE

Key Logistical Issues to be Completed and Timeline:

Assignment to service HUB (By June 1, 2022)

Evaluation of training needs (By July 1, 2022)

Training delivery (Beginning July 1, 2022 until completed)

Accountability standards set based on performance metrics (By September 1, 2022)

Onboarding of transitioned HROE employees (By September 1, 2022)

Identification of additional HR professionals to meet the 1:150 ratio. (Current and ongoing)

Identification of space to house additional HR professionals (Current and ongoing)

Approved:



M. Katherine Banks, Ph.D.
President

May 23, 2022

Date