

May 17, 2022

MEMORANDUM

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

FROM: Damon Slaydon
Working Group chair



SUBJECT: Implementation Memo – Working Group # 31

Recommendation to be Implemented:

Reorganize Human Resources and Organizational Effectiveness into a one-stop human resources service center.

Strategic Considerations:

This implementation strategy addresses the need to build a structure essential to deliver a “one-stop” experience indicative of a franchised service model. This will be accomplished by identifying essential human resources and payroll functions and aligning Human Resources & Organizational Effectiveness (HROE) personnel at the appropriate access points across the university landscape. In addition to providing high quality HROE services, the new structure expands the capacity of HROE to establish talent acquisition, onboarding, and succession planning expertise and to seamlessly align with payroll administration.

Analysis of various service structure models along with input from the working group and HROE staff supports the efficacy of establishing a hub structure for service delivery. The service hub structure will leverage the strengths of existing HROE central office staff and points of contact deployed across colleges/divisions and interject HROE specialists, coupled with managers and directors, to help facilitate responsiveness and accountability while remaining as readily available resources throughout the university community. Following an assessment of FTE (Full Time Equivalent) count by college/division/unit, the uniqueness of employee groupings, special needs associated with constituency groups, access to experienced HR (Human Resources) managers and agencies, it has been determined that the reporting infrastructure will initially be organized into six (6) discernable service hubs.

These hubs will be staffed and resourced to meet the needs of the employees and customer units spanning from Qatar to the Rio Grande Valley. To help ensure that this newly created structure is assembled to sufficiently address the needs of the university’s employees, an industry standard ratio of 1 HR generalist/specialist 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 over 21,000 active positions. Using this ratio, we anticipate allocating approximately 150 HR generalists/specialists to supporting the human resource and payroll functions within the allocated service hubs.

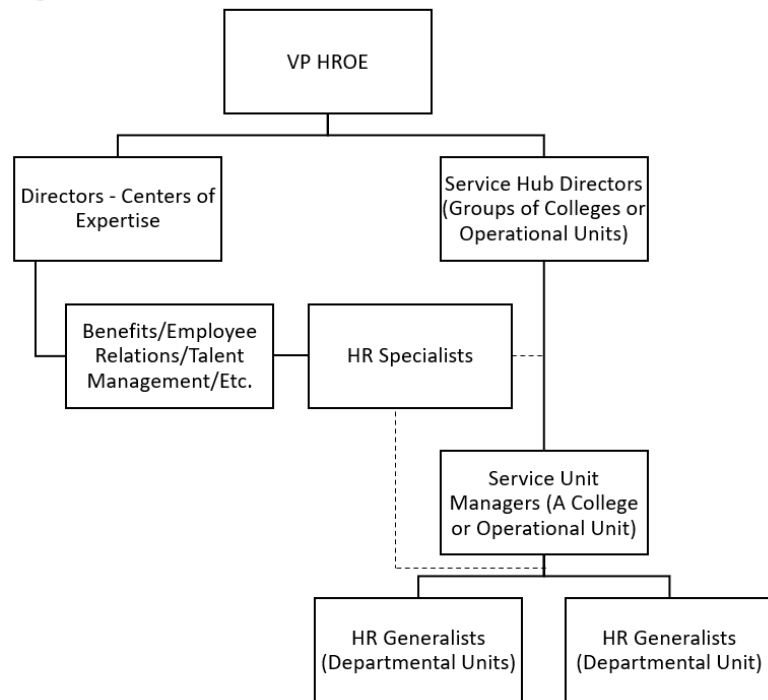
The hubs will be organized around customer groups that have similar foci (e.g., academics, research, administration, operations, auxiliary, etc.) while also considering the physical location of employees served. Each hub will provide front-line assistance and support for the common services that are required for every employee and customer unit. These services include recruitment, welcoming/departing, performance management, payroll processing, as well as employee support and service relations.

The hubs will be supported by HROE’s functional leadership who, in coordination with the service units, will introduce new and enhance existing automated business processes to help ensure consistent, effective, and efficient delivery of services to each employee. These processes will be monitored and reviewed by the Continuous Improvement & Quality Assurance team to ensure future opportunities for improvement are identified and operationalized. This team will be central to ensuring consistency, accuracy and adherence to performance parameters and will provide early identification of opportunities for improvement.



Vice President of Human Resources and Organizational Effectiveness

Representative organizational structure depicting the relationship between HROE Centers of Expertise and Customer Service Hubs. Scalable depending upon number of customers served.



Logistical Issues Addressed:

- *Physical location of service employees:* Feedback to the MGT report related to this recommendation overwhelmingly shared the desire for HR professionals to be embedded within the units they are assigned to service. To the greatest extent possible, HROE will keep HR generalists physically located where they are currently working so they remain readily available.
- *Workday functionality:* In cooperation with the Texas A&M University System Workday Services team, a change to Workday functionality configuration for access that will support the proposed hub structure is being implemented. Additionally, the team will explore other HR business processes that are being managed outside of Workday to determine which have possibility for being developed in Workday. Due to time constraints, updating the routing within Workday will take place after the September 1st implementation date.

- *Reporting Structure:* Working groups discussed the dotted line and solid line reporting relationships at length. The Path Forward principles were shared, and were discussed with each dean, vice president, and other leaders when meeting with them. HROE will incorporate this principle into training materials so that matrix organization reporting is well-understood by HROE staff and campus constituents.

Major Challenges Encountered and Resolutions:

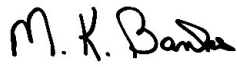
- *Identification of the anticipated services to be offered by the one-stop:* The working group identified the essential **list of services** that should be fixed and standard within each hub, or as part of the overall HROE service catalog.
- *Structure of the new organization:* Shifting responsibility for HROE services from a finance influenced structure to a segregated, dedicated HR structure is a key outcome. Discussions with University leaders included an overview of the requirements of the new structure. Reporting relationships within colleges and divisions are being adapted to this change in focus and HROE will have direct access to and a strategic partnership with leaders across the university.
- *Engagement with remote locations:* The landscape of Texas A&M University extends beyond the College Station campus. Working group members emphasized a need for better engagement of the distributed workforce in the new service model. Scheduled visits and additional and intentional outreach to these units are planned. Additionally, the new HR service model and structure will formalize and enhance the engagement of the HROE employees at these locations.
- *Identification of deployed HR Liaisons and vacant positions to be associated with HROE:* The new HROE service model depends upon the conversion of current employees performing part-time HR duties under a finance-centric structure to one where full-time HR professionals report up through HROE. The Division of Finance conducted an analysis of all associated positions and, in concert with leaders in the colleges and operational units, identified positions to be transferred to HROE. Employees were notified on May 6, 2022 of their assignment to HROE. Working group #33 covers this in more detail.

Key Logistical Issues to be Completed and Timeline:

- Communicate with campus community and onboard and train new HROE staff. (Ongoing - since the announcement of the Path Forward, HROE executives have personally visited with Deans/Vice Presidents/Campus Groups and continue to do so. Also, several in-person and virtual meetings have been held with the HR Liaison network and more are planned. Communication strategy is being coordinated with other operational divisions in accordance with the change management process.)
- Finalize budgets, including salaries and operating costs, for the new HROE structure. (By September 1, 2022)
- Complete Workday reporting reassignments. (By September 1, 2022)
- Establish performance metrics and accountability standards. (By September 1, 2022)
- Complete broad-knowledge cross training of all new HROE staff. (By January 1, 2023)
- Review all university rules and Standard Administrative Procedure related to HROE to ensure they are updated and relevant within the new HR service delivery model. (By January 31, 2023)

- Review and address any identified salary anomalies associated with consolidating employees from different units. (September 1, 2023)

Approved:



M. Katherine Banks, Ph.D.
President

May 23, 2022

Date