

April 29, 2022

MEMORANDUM

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

FROM: Damon Slaydon, Working Group Chair



SUBJECT: Implementation Memo – Working Group # 32

Recommendation to be Implemented: Provide cross-training for employees.

Strategic Considerations: This recommendation furthers the goal of efficiency and effectiveness by ensuring a better trained and more nimble workforce capable of providing solutions related to multiple areas of Human Resource and Organizational Effectiveness (HROE) expertise. Cross-training on a set of consistent processes prepares a workforce that can provide high-quality service to an assigned unit and one that can also be readily deployed as needed to areas of the University where workload volume is variable. Successful implementation will reduce administrative burden and help to ensure employees (faculty/staff/students) are minimally diverted from their primary duties and responsibilities via support from a well-trained and proactive HROE workforce.

Logistical Issues Addressed: Implementation of this recommendation will be accomplished by leveraging existing and additional resources in HROE, primarily in the newly restructured Organizational Development Department (OD). Prior to the issuance of the MGT report, OD staff had developed a functional development model for the HR liaison network designed to better equip these mostly part-time HR support employees to perform their duties. This training, while comprehensive, lacked the depth necessary to prepare full-time HROE professionals for their new roles in the reimagined centralized HROE structure. This curriculum is being enhanced, both in breadth and scope, to ensure new and existing HROE professionals are exposed to HROE topics that are relevant and appropriate to their new role and which will prepare them to excel in the new service model. Employees will undergo a skills assessment to determine their knowledge level and will demonstrate their mastery of content via end-of-course testing. This cross training process will be applied to both current and future employees. The end state will be an HROE workforce that is cross trained and readily available to provide proactive, customer-focused support where needed. As a stand-alone item, cross training requires no significant organization or budget restructuring. That said, this initiative will be implemented in concert with one-stop HR services (working group #31) and in support of the reimagined HR liaison network (working group #33) which will necessarily include significant organizational changes and budget restructuring and which will be presented under separate cover.

Major Challenges Encountered and Resolutions: While not a major challenge, it is noted that training a large number of employees in a short amount of time will present some logistical issues associated with staffing and space.

Key Logistical Issues to be Completed and Timeline: To address the need for space, GSC room 101 has been secured and is being upgraded with the technology necessary to deliver training to groups of 70. An initial training and delivery schedule has been developed and staff have been identified to deliver this training in an efficient and effective manner. The following is a timeline of activities:

Date	Description	Status
3/31/22	Finalize the draft of broad knowledge base for all HROE employees	Completed
5/1/22	HROE central employees to receive broad knowledge base training	On schedule
5/31/22	Finalize the draft of training for HROE Service hub professionals	On schedule
6/30/22	Accountability measures drafted	On schedule
7/31/22	Complete training for existing employees and plan for new hires	On schedule
7/31/22	Develop surveys and assessments for continuous improvement	On schedule

May Training Schedule

Group 1		Group 2	
Date	Topic	Date	Topic
05/03/2022	Recruiting, Hiring, & Onboarding	05/10/2022	Ethics, Employment Law & Policies
	Position Management, Compensation		Employee Relations & Separation
05/09/2022	Ethics, Employment Law & Policies		Time-off & Leave Administration
	Employee Relations & Separation	05/12/2022	Recruiting, Hiring, & Onboarding
	Time-off & Leave Administration		Position Management, Compensation
05/24/2022	Pay Functions	05/25/2022	Pay Functions
	Benefits		Benefits
	Continuous Improvement & Service Quality		Continuous Improvement & Service Quality
	Organizational Development		Organizational Development

New HROE employees will also be required to complete this training regimen and periodic refresher training will be provided to current HROE employees to incorporate changes to law or practice.

Approved:



M. Katherine Banks, Ph.D.
President

May 23, 2022

Date