



AUBURN

HR LIAISON NETWORK MEETING AGENDA

February 9, 2023 – 3 p.m.

I. WELCOME AND UHR STAFF POSITION UPDATES – Karla McCormick

- Payroll Manager – Jeff Urstadt (started Dec. 12)
- Compensation Specialist – Laura Layfield (begins Feb. 13)
- Talent Acquisition Specialists – Jarvis Matthews and Hannah Russell (started Jan. 3)
- Onboarding Specialist – Kesha Chapman (begins March 12)
- Benefits Manager – Evaluating candidates
- Director, Compensation and Classification – Evaluating candidates
- Talent Acquisition Specialist, TES and Student Employment – Evaluating candidates

II. HR LIAISON NETWORK UPDATES AND INFORMATION– Leanne Fuller and Patrick Johnston

A. HRL Network Postings

- HR Generalist I/III, Business and Finance – Evaluating candidates
- HR Generalists (2), Facilities – Evaluating candidates
- HR Assistant (part-time), Agriculture – Posted
- HR Generalist II/III, Human Sciences – Posted
- HR Generalist I, Veterinary Medicine – Posted

B. Meetings

- Next Meeting – March 2 (In-Person)

C. Advisory Council

- Jan. 9 Meeting: Employee Data Collection – post-Jan. 13
- Feb. 1 Meeting: Provost Office partnership (Additional compensation forms and workflows)
- New Members: Kim Rogers and Stephanie Woodley (started in January)

D. Bowl Mania Challenge Winner

E. Exit Interviews – Updated and monthly reports scheduled

F. Professional Development Opportunities

- CUPA-HR Multi-state Conference (Alabama, Georgia and Florida) - June 28-30, Savannah, Ga.
- CUPA-HR Spring Conference - April 23-25, Boston
- SHRM Talent Conference and Expo - April 16-19, Orlando

III. INTERNSHIP/STUDENT WORK OPPORTUNITIES – Patrick Johnston

IV. COMPENSATION AND CLASSIFICATION – Shelly Murray

- A. New Compensation Procedures
- B. General Compensation Updates
- C. Employee Data Collection Check-in and Update



AUBURN

HR LIAISON NETWORK MEETING AGENDA

February 9, 2023 – 3 p.m.

V. HR DEVELOPMENT – Chris Richie, Penny Houston and Kimberly Graham

- A. Performance Management and Review
- B. ElevatED (Phase 2 and beyond)
- C. Supervisor Pathways

VI. PAYROLL AND BENEFITS – Jeff Urstadt

- A. Manual Pays, Late Pays and Overpayments
- B. Total Rewards Benefits Statement (mailing to employees)

VII. EMPLOYMENT SERVICES – Amy Bruce and Abbi Brown

- A. Graduate Student Background Checks and Offer Letter Templates
- B. Employment Structure Changes

VIII. EMPLOYEE RELATIONS – Sonya Dixon

- A. Employee Appreciation Week (April 24-28)

IX. QUESTIONS AND ANSWERS



AUBURN UNIVERSITY
Human Resources

HR LIAISON MEETING

February 9, 2023



WELCOME & UHR STAFF POSITION UPDATES

Karla McCormick

HRL NETWORK UPDATES & INFORMATION

Leanne Fuller

BOWL MANIA CHALLENGE

- 33 Entrants (HRLs and HR Staff)
- 43 Games
- 23 Winning Records!
- **OUR WINNER:** Tammy Walker
 - 31-12, 99.9 percentile, top 500 nationally!
 - 2nd Place: Jeff Urstadt (29-14, 99.3 percentile)

INTERNSHIP & STUDENT WORK OPPORTUNITIES

Patrick Johnston

POTENTIAL ADVANTAGES

- Students would obtain resume-building experience within HR.
- Students would gain a greater understanding and appreciation of everything that HR touches.
- Students would have some fresh perspectives.
- The department or university could identify and develop a pipeline of student talent.
- The department could have the student complete or work on some projects that may be on the shelf.

POTENTIAL OPPORTUNITIES

- Internship, student worker, or TES
- Spring, summer, or fall semesters
- Full-time, part-time, or project(s)
- If desired, UHR can help your unit connect with interested students. (example: Harbert College of Business)
- Email Patrick Johnston at pvj0001@auburn.edu if you have questions or need more information.

COMPENSATION & CLASSIFICATION

Shelly Murray

INTERNAL TRANSFERS

SUMMARY	SUBMISSION DETAILS
<p>When employees transfer to a job with the same pay grade, supervisors will now have the ability to review pay levels and make adjustments if supported by the Pay Evaluator©.</p>	<p>Follow currently established Pay Evaluator© procedures for all types:</p> <ol style="list-style-type: none">1. Increase in grade level2. No change to grade level3. Decrease in grade level

RETENTION OFFERS (INTERNAL)

SUMMARY	SUBMISSION DETAILS
<p>If an employee receives a competitive offer from another campus unit, the employee's home unit will have an opportunity to make (up to) a matching retaining offer if it is supported by the Pay Evaluator©.</p>	<ul style="list-style-type: none">• Follow instructions provided in “Retention Offer Process Workflow”, paying attention to home department and receiving department activities.• Collaborate with and work through UHR Employment.

RETENTION OFFERS (EXTERNAL)

SUMMARY	SUBMISSION DETAILS
<p>If an employee receives a competitive offer from an external employer, the employee's home unit will have an opportunity to make a retaining offer if it is supported by the Pay Evaluator©.</p>	<ul style="list-style-type: none">• Submit request using Smartsheet link provided.• Collaborate with and work through UHR Compensation & Classification.

SALARY ALIGNMENTS

SUMMARY	SUBMISSION DETAILS
Salary alignment reviews are now supported for reclassifications.	Submit requests directly to your Compensation Specialist.

HR DEVELOPMENT

Chris Richie, Penny Houston
& Kim Graham

Partnering for Performance

Auburn's Performance Management & Review Process

We believe **performance management** is a **basic leadership responsibility** in which we **develop people** to their highest potential.

Performance Management: Phase 1

Establish an HRL Advisory Group and collaborate to create a process that is:

- Helpful for the broader AU Family
- Endorsed and supported at all levels
- Viewed as a partnership between supervisors and direct reports
- Simple yet comprehensive
- Easy to manage

ELEVATED...A FOUR-PHASED APPROACH



PHASE 1

(FALL 2022)

- Establish and utilize advisory group & user acceptance testing group
- Develop the platform and add content
- Develop training and implement LMS campus-wide



PHASE 2

(SPRING 2023)

- Create Memorandum of Understanding & Business Rules for ElevatED Managers
- ElevatED Manager access with their own catalog and content
- Draft AU Strategy for accessible content

PHASE 3

(SUMMER 2023)

- Develop learning plans, paths, and certifications
- Incorporate badges
- Gamification and Social learning functions turned on (TBD)

PHASE 4

(TBD)

- Custom roles utilizing “all” users (Compliance)
- “Other” LMS platform integrations (Zoom, Teams, LinkedIn, Accessibility)

SUPERVISOR PATHWAYS

EXPLORERS & TRAILBLAZERS

	EXPLORER	TRAILBLAZER
WHILE IN PROGRAM		
COURSES	X	X
COMMUNITY OF PRACTICE	X	X
PROJECT		X
UPON COMPLETION		
CERTIFICATE & BADGE	X	X
ENAMEL PIN	X	X
SIX MONTHS SUPERVISORY EXPERIENCE*		X
ADD ON RESUME (SPECIFIC LANGUAGE REQUIRED)	X	X

* Pathways certificate holders receive six months of supervisory experience credit for supervisory positions. This credit is utilized in meeting minimum supervisory requirements through the recruitment and selection process. Therefore, it will not be reflected in a Pay Evaluator rating. Supervisors may consider the completion of this program when determining an appropriate pay level within the suggested interval.





AUBURN UNIVERSITY
Human Resources

We think **YOU** are amazing!

We appreciate all you do for Auburn employees.

Let us know how we can serve you.

hrddept@auburn.edu



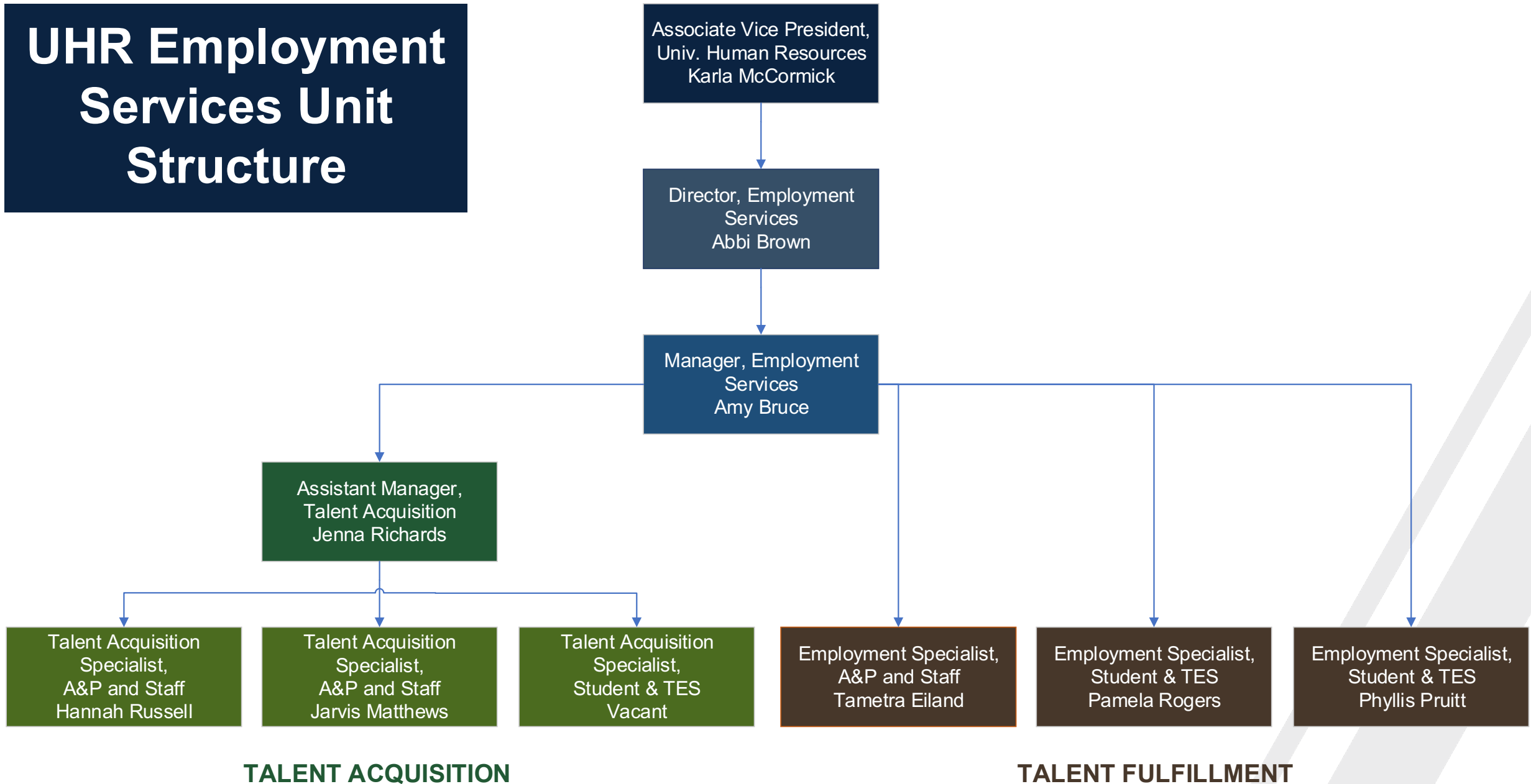
PAYROLL & BENEFITS

Jeff Urstadt

EMPLOYMENT SERVICES

Abbi Brown and Amy Bruce

UHR Employment Services Unit Structure



EMPLOYEE RELATIONS

Sonya Dixon

QUESTIONS AND ANSWERS

Zoom Meeting Recording

Welcome and Announcements – Karla McCormick

- Karla provided updates on the following positions and their various stages.
 - HRLs are asked to share information about these open postings:
 - Director, Compensation and Classification
 - Onboarding Specialist
 - Talent Acquisition Specialist – TES & Student
 - Benefits Manager
 - These recent hires were introduced:
 - Talent Acquisition Specialists – Jarvis Matthews and Hannah Russell (began Jan. 3)
 - Payroll Manager – Jeff Urstadt (began Dec. 12)
 - Compensation Specialist – Laura Layfield (began Feb. 13)

HRL (HR Liaison) Network Updates and Information – Leanne Fuller

- Several HRL network positions are in various stages. HRLs should review the postings and share with others that may have an interest.
- The next regularly scheduled meeting will be held in-person on March 2. The meeting invite will be shared soon.

HRL Advisory Council Meetings

- The council briefly met on Jan. 9 to discuss the Employee Data Collection and to share any problems they have been experienced.
- On Feb. 1 the council met with the Provost's Office met to review work that started in 2022. There was a small working group that met to discuss how we could combine forms and enact other efficiencies. Amanda Malone discussed the need to update form PROV200 and the additional compensation forms (HR12 and UPO10). She is updating the website and will be requesting feedback from the council. Leanne shared that the possibility of usage of a workflow system for routing and signature is being explored.
- Leanne announced that Kim Rogers and Stephanie Woodley are new council members. There was significant interest in the two council vacancies. Leanne shared that there are other opportunities for serving on committees and providing feedback and encouraged everyone to serve where they have an interest.

Bowl Mania Challenge – Patrick Johnston shared that 33 HRLs and UHR staff participated in this inaugural contest. Tammy Walker won, finishing in the 99.9 percentile nationally (top 500). She will receive a prize. Jeff Utstadt had the highest score in UHR. Look for a March Madness contest in a few weeks.

Exit Interviews – Reports are being sent on the last day of the month. HRLs should let Leanne know of any others that may need to be included. She further reminded HRLs to share their respective link with the departing employee, and to let her know if there are any questions.

Professional Development Opportunities:

- [CUPA-HR Multi-State Conference](#) (Alabama, Georgia, Florida, Louisiana-Mississippi Gulf Coast chapters) – June 28-30 in Savannah, Ga.
- [CUPA-HR Spring Conference](#) – April 23-25 in Boston
- [SHRM Talent Conference and Expo](#) – April 16-19 in Orlando
- [SHRM Alabama State Conference \(ALSHRM\)](#) – May 15-17 in Orange Beach
- [SHRM Certification prep course](#)

Internship/Student Work Opportunities – Patrick Johnston

Students are inquiring about work and internship opportunities, wanting to get real life experience in Human Resources. Patrick shared some advantages based on a discussion with the College of Business and how UHR can help with this and recognizing that divisions may also have a need or interest in utilizing them for projects, etc. HR Liaisons who would like to have student help can contact UHR for more information.

Compensation and Classification – Shelly Murray

Internal Transfers

Pay Evaluator© will be used for all moves. If a Pay Evaluator© supports an adjustment, it can be utilized following the standard principles.

SUMMARY	SUBMISSION DETAILS
When employees transfer to a job with the same pay grade, supervisors will now have the ability to review pay levels and make adjustments if supported by the Pay Evaluator©.	Follow currently established Pay Evaluator© procedures for all types: <ol style="list-style-type: none">1. Increase in grade level2. No change to grade level3. Decrease in grade level

Retention Offers – Internal (Temporary)

The employee receives an internal offer and home department has an opportunity where they can make a retention offer up to the new offer amount if supported by the pay evaluator.

SUMMARY	SUBMISSION DETAILS
If an employee receives a competitive offer from another campus unit, the employee's home unit will have an opportunity to make (up to) a matching retaining offer if it is supported by the Pay Evaluator©.	<ul style="list-style-type: none">• Follow instructions provided in "Retention Offer Process Workflow", paying attention to home department and receiving department activities.• Collaborate with and work through UHR Employment.

Shelly reminder the HRLs of an available resource, the **Retention Offer Process Workflow**. It provides the responsibilities of the UHR, home department and the gaining department. The document is attached to the email. It can also be found in the OneDrive of HRL resources.

Retention Offers – External

The employee receives an offer from an external organization. Compensation strives to turn these requests in less than a day.

SUMMARY	SUBMISSION DETAILS
If an employee receives a competitive offer from an external employer, the employee's home unit will have an opportunity to make a retaining offer if it is supported by the Pay Evaluator©.	<ul style="list-style-type: none">• Submit request using Smartsheet link provided.• Collaborate with and work through UHR Compensation & Classification.

Salary Alignments

Salary Alignments were previously triggered for only new hire actions. Now, pay actions such as, new hires, reclassifications, and job family promotions may also trigger a review for a pay adjustment if they are supported by the

Pay Evaluator©. HRLs should review their employees and be prepared to speak with their Compensation Specialist about the possibilities.

SUMMARY	SUBMISSION DETAILS
Salary alignment reviews are now supported for reclassifications.	Submit requests directly to your Compensation Specialist.

Job Family Promotions

Each HRL can access a Smartsheet document with Job Family Promotion information. If you are a new HRL and did not receive the link or if you need assistance with the link, please contact Anna White in Compensation. As a reminder, the same Smartsheet is used annually by the division. The Smartsheet will be populated next week with all employees that are in a job family but not yet at the top of the job family.

More information will be coming soon on job family promotions and how salaries are determined. The two processes of 2nd year market adjustment and job family promotions will need to be converged due to the timing of the effective date.

The deadline to submit job family promotions will be communicated soon but it will be likely toward the end of April.

For any new HRLs, Compensation is available to provide assistance through the job family promotion process. Please reach out to the Compensation Specialist, Shelly or Bailey for assistance.

Employee Data collection

We are at a 95% employee submission rate. Thank you to all the HRLs and others involved to get us to this point in the last several months.

If you have trouble meeting the Friday deadline, please let Shelly, Leanne or Carson know. No further feedback was provided regarding process. Leanne reiterated appreciation to the HRLs for all the work.

HR Development – Chris Richie, Kimberly Graham, Penny Houston

The No. 1 priority for 2023 is performance management. HRD is working to improve the system and help employees develop to their fullest potential. UHR will use a paper form for 2023 and will work to improve this process. Chris invited HRLs consider to join an advisory committee of 10-12 partners specifically for performance management. The goal is to look at the entire process and ensure that it is helpful to the entire university so everyone views performance as a partnership. The year-end review communication is coming soon with more information to come.

ElevatED

All spring courses are on the website with some new offerings, including financial planning, onboarding, and ethics. HRLs were encouraged to review the new offerings.

Phase 2 includes other ElevatED managers throughout campus which allows customization of courses. There are currently 8 ElevatED managers across campus in the system. The role as manager allows access to a portion of the system where they can create, add, deliver, and track progress for respective units. If interested in being added as a manager, please let Penny Houston know.

Supervisor Pathways

Kimberly shared that Pathways has now been divided into 2 tracks: Explorer and Trailblazer. The primary difference is participation in a Capstone Project. She clarified language of credit for supervisory experience and how that is considered on a Pay Evaluator©. Completion of the program is not reflected in a rating but can be consider when the supervisor is determining an appropriate pay rate.

A [Smartsheet Link](#) is available and includes a list of individuals who have participated in the program.

Payroll and Employee Benefits – Jeff Urstadt

UHR is experiencing an increase in late pays, manual pays, and overpayments. Jeff is reviewing information to determine how to decrease the occurrence of these actions.

Total Rewards Statements will be mailed to employees on March 8.

Lastly, Jeff is working on an issue with Z-jobs in Kronos. No action is needed.

Employment Services – Abbi Brown and Amy Bruce

Employment Services Restructure

Reorganization was recently approved, and a new unit structure is in place. With the retirement of Chris Thompson, there was an opportunity to review the structure to better meet the needs of campus. This revision decision was to broaden services as a full-service employment team -- bringing the unit together instead of having TES, Student and Non-faculty separate. There are now two operational areas: Talent Acquisition and Talent Fulfillment.

Amy Bruce was a current manager and acquired additional responsibility with non-faculty. Jenna Richards has continued to build the talent acquisition program and additional staff were added through recruitment to accomplish these efforts. These additional staff members are Hannah Russell and Jarvis Matthews.

Jenna obtained supervisory responsibilities that were previously held by Chris Thompson but continues the same responsibilities she held before the restructure. We are currently recruiting for a Talent Acquisition Specialist for TES and Student. Abbi shared that new programs will coming, and she will be reaching out to the HRL Advisory group for opinions and to work through those program ideas.

Graduate Background Check Reminder

HRLs should remind their department admins that all graduate student background checks need to be initiated in the PeopleAdmin system through the hiring process. They should no longer share the links separately to the students prior to the hiring proposal coming through the system. It causes confusion if they receive two different notifications.

Employment is working on a tip sheet to help users navigate in the system. It should be available in the next couple of weeks.

Employee Relations – Sonya Dixon

Employee Appreciation Week will be held April 24-28. The final agenda should be finalized soon.

Betty has sent out lists to all HRLs for confirmation of years of service for 5 to 40 years. The deadline to respond is Feb. 21. HRLs should contact Betty if there are any questions.

HRLs were also encouraged to start planning for departmental celebration day. Patrick will send information soon with ideas on celebrating employees.

Retention Offer Process Workflow

If the Hiring Department completes its recruitment and selects an Auburn University employee (internal candidate) for hire, then the following workflow should be followed. University Human Resources (UHR) will share information about this workflow with the Hiring Department and as warranted, the Home Department. (Steps 1-4 mirror the current process for hiring a new employee.)

Hiring Department		Home Department	UHR (Compensation and Employment)
Step 1	<ul style="list-style-type: none">The HR Liaison works with the position supervisor to complete a Pay Evaluator©. When determining their financial offer to the internal candidate, the Hiring Department should extend its best offer as they will only have one opportunity. <i>(The offer must be supported by the Pay Evaluator©.)</i>The HR Liaison creates a hiring proposal within PeopleAdmin and submits it to Compensation for review. <i>(This is consistent with the current process.)</i>		
Step 2			<ul style="list-style-type: none">Compensation reviews the Pay Evaluator© and collaborates with the Hiring Department.
Step 3	<ul style="list-style-type: none">The Hiring Department receives the supported Pay Evaluator© and obtains the needed departmental approval signatures.Once all approval signatures are obtained, the Hiring Department attaches the finalized Pay Evaluator© to the hiring proposal and submits it to Employment.		
Step 4			<ul style="list-style-type: none">Once Employment reviews and approves the hiring proposal, Employment updates the hiring proposal status to “Verbal Offer Authorized.” The Hiring Department can now extend the verbal offer to the internal candidate.If the internal candidate accepts the verbal offer, the HR Liaison updates the hiring proposal status to “Verbal Offer Accepted.”
Step 5			<ul style="list-style-type: none">Employment informs the Home Department that their employee (the internal candidate) has accepted a verbal offer from the Hiring Department. Employment also notified the Home Department of their ability to offer a retention offer.Employment creates a Pay Evaluator© for the internal candidate’s current job and informs the Home Department that it can offer (up to) a matching retention offer within the next 24 hours. <i>(Retention offers must be supported by the Pay Evaluator© and cannot exceed the Hiring Department’s offer.)</i><ul style="list-style-type: none">If the Home Department declines to make a retention offer, normal procedures will follow.If the Home Department chooses to extend a retention offer, Employment will contact the internal candidate notifying them of their Home Department’s intention.

Retention Offer Process Workflow

Step 6		<ul style="list-style-type: none">The Home Department's HR Liaison and supervisory leadership complete and sign the retention offer Pay Evaluator©.Once completed, the Home Department submits the retention offer Pay Evaluator© to Employment. <p>IMPORTANT: While completing Step 6, the Home Department should also identify all potential salary alignment opportunities that would result from extending a retention offer. As warranted, the Home Department should work with Compensation.</p>	
Step 7			<ul style="list-style-type: none">Employment reviews the retention offer Pay Evaluator©.If the Pay Evaluator© is supported, Employment notifies the Home Department that the retention offer can be extended.
Step 8		<ul style="list-style-type: none">The supervisor or HR Liaison extends the retention offer to the finalist, requiring a response within 24 hours.If the finalist accepts their Home Department's offer, the department returns the Pay Evaluator© to Employment.	
Step 9			<ul style="list-style-type: none">If the internal candidate accepts their Home Department's retention offer, Employment attaches the Pay Evaluator© to Compensation's "Salary Alignment" Smartsheet, notating the status with the Home Department. This notifies Compensation and triggers a final review of the Pay Evaluator©.The effective date of the transaction is the start of the next pay period that payroll processing deadlines can be met.If the finalist declines the Home Department's retention offer, Employment notifies the Hiring Department and continues with the currently established workflow.
Step 10	<ul style="list-style-type: none">Employment notifies the Hiring Department that the internal candidate accepted the Home Department's retention offer.The Hiring Department reinstates the process of reviewing other candidates.		<ul style="list-style-type: none">Compensation signs the retention offer Pay Evaluator© and submits it to Records for processing.
Step 11		<ul style="list-style-type: none">The Home Department reviews other employees in the same title to determine if salary alignment reviews are warranted.If so, the Home Department contacts Compensation.	

Important to Note

- If the Hiring Department utilizes the pre-Sept. 1 Pay Evaluator© when establishing the candidate's new hire salary and the Home Department wishes to extend a retention offer, then the Home Department must also use the pre-Sept. 1 Pay Evaluator©.
- This provisional procedure is only permitted for use during the FY2023 Market Study implementation period.