



**SFA HR Activity Account
- Proposed Transition Plan -
As of August 9, 2000**

Activity	Currently		Short-term (within next 12 months)	Long-term (12 months & beyond)	Comments
	HRG	SFA	SFA	SFA	
HR Immediate Office					
Establish and communicate SFA HR Strategy		X	X	X	
Establish and communicate vision, mission and performance objectives of SFA HR		X	X	X	
Analyze/Develop strategic direction for organization-wide change management and development initiatives		X	X	X	
Define the need and prioritize the development of HR solutions to meet SFA's business needs (e.g. HRIS, competency model, etc.)		X	X	X	
Implement best in business practices across HR functional areas		X	X	X	
Ensure SFA HR complies with relevant Federal policies, regulations and legislation		X	X	X	
HR Service Center					
HR Systems Integration					
Identify and define IT requirements	X		X	X	
Participate in the identification and planning of technology initiatives, including HRIS	X		X	X	
Integrate systems/processes across HR Service Center functions				X	
Implement best in business HR systems			X	X	
Automate administrative tasks through HR systems				X	
Ensure that SFA HR systems comply with SFA CIO technical architecture, standards, etc.				X	
HR Administration					
Manage and oversee Time and Attendance	X	X	X	X	HRG houses T&A system; SFA conducts principle office level system administration (as of 7/30)
Manage and oversee Employee Compensation and Payroll	X			X	
Manage and oversee Employee Benefits program	X			X	
Develop, track and provide advice on Position Management	X	X	X	X	
Process/provide advice on Position Classification transactions	X		X	X	



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	HRG	SFA	SFA	SFA	
Maintain and manage official personnel records and files	X		X	X	
Provide reports (official/ad hoc)	X	X	X	X	
Receive and distribute HR Personnel Policies and procedures	X	X	X	X	HRG develops and interprets policies; SFA communicates and ensures compliance
Ensure compliance with relevant HR regulations and legislation	X			X	
Communicate SFA HR policies and procedures		X	X	X	
Oversee security function of background checks for badges and computer access	X	X	X	X	
Recruiting and Placement					
Administer recruiting strategy			X	X	
Develop and provide advice on position descriptions	X	X	X	X	
Facilitate the development of candidate evaluation criteria through KSAs	X			X	
Design and develop effective recruiting tools			X	X	
Generate interest in SFA through recruiting campaigns, events, school programs, etc		X	X	X	
Build rapport with key schools and professional associations to identify candidate pools			X	X	
Draft 'advertisements' of positions for periodicals, professional associations, etc	X	X	X	X	
Process vacancy announcements	X			X	
Receive and process employment applications	X			X	
Conduct initial applicant screening	X			X	
Extend the offer of employment	X	X	X		
Conduct formal appointment of all new hires		X		X	
Comply with EEO policies and regulations	X		X	X	
Administer process to assign/reassign employees to job opportunities	X			X	
Process personnel requests	X		X	X	
Employee and Labor Relations					
Administer Employee Relations strategy				X	
Manage employee relations policies and procedures (grievances, disciplinary actions, etc)	X		X	X	
Advise employees on employee relations policies and procedures	X		X	X	
Facilitate resolution of employee issues and conflicts through collaborative relationship with union representatives	X			X	



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	HRG	SFA	SFA	SFA	
Manage employee grievance process	X		X	X	
Provide advice/counsel to managers on applicable HR and labor relations law	X			X	
Ensure fair and consistent application of employee relations rules and procedures	X		X	X	
Performance Management Administration					
Administer and track performance appraisal program (GPAS)	X	X	X	X	
Administer and track recognition and reward program	X	X	X	X	
Track employee career paths				X	
Administer and track succession plans				X	
Partner with SFA University to link performance management with skill development opportunities		X	X	X	
HR Program Development					
Design and develop enterprise-wide HR solutions to meet SFA business needs – performance management program, competency model, HRIS, career model/succession planning, etc	X	X	X	X	
Develop SFA HR policy and procedures		X	X	X	
Consult key stakeholders on program design		X	X	X	
Provide expertise and best practice models to SFA HR		X	X	X	
Develop SFA competency model		X	X	X	
Develop employee performance appraisal program and processes	X	X	X	X	
Establish employee performance measures linked to organization goals			X	X	
Develop organization-wide recognition and reward program			X	X	
Develop SFA's career model				X	
Develop SFA succession planning program				X	
HR Partners					
Develop and sustain strategic relationship with Channels/Units to serve as a 'client relationship consultant'			X	X	
Partner with Channels/Units to identify and prioritize HR needs			X	X	
Implement/execute strategic human resource solutions			X	X	
Provide change management support to business units			X	X	
Evaluate organizational resource needs			X	X	
Facilitate development of job requirements for resource needs			X	X	



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	HRG	SFA	SFA	SFA	
Perform workload analyses with Channels/Units			X	X	
Facilitate resolution of employee concerns and grievances			X	X	
Provide consultation, advice and support on day-to-day personnel matters, organizational design and change management issues			X	X	