

HUMAN RESOURCES OFFICE

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November 20, 2024

Dear Faculty and Staff,

Clear and consistent communication is essential to ensuring that our HR and Payroll concerns are addressed efficiently. To support this, we have outlined the proper steps for escalating these matters on the campus. This process will help us resolve issues promptly while allowing our teams to better support each of you.

Why This Communication Matters

Clear escalation processes are essential for resolving concerns effectively and minimizing delays. By following the appropriate steps, we ensure accountability, allow the right individuals or teams to address concerns promptly, and maintain a structured approach to problem-solving.

Steps for Escalating HR and Payroll Issues

1. **Submit to HR or Payroll Email Accounts (humanresources@salisbury.edu or payroll@salisbury.edu)**

Any issues related to HR or Payroll should first be directly submitted via email to include pertinent information for proper assessment and solution response. These departments are your primary resources for resolving these matters, as they handle the day-to-day operations and are the best equipped to provide immediate assistance.

2. **Escalate to Designated Leaders**

Escalate to Wendy Ringling, Laurie Stroud, and if needed, also include your department's Associate Director or Director/Chair.

- Wendy oversees HR operations and can address unresolved HR matters.
- Laurie oversees Payroll operations and can handle unresolved payroll issues.
- The director of the department provides additional support in this stage of escalation.

Providing additional details to understand the specific issue and identify where the challenge lies would be helpful. For example:

- What specific actions taken or responses given so far by HR or Payroll?
- What aspect of the issue remains unresolved?
- Are there any missing or incomplete steps that may be delaying resolution?

Providing this information allows us to pinpoint whether the issue lies with the process, communication, or resources, and take appropriate corrective actions. Without sufficient detail, it becomes difficult to assess and resolve the matter.

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3. Final Escalation to Leadership

Escalate to Lynn Adkins, Tina Boyd, and if needed, your department's Associate/Assistant Vice President/Dean.

If the matter remains unresolved after Wendy, Laurie, and department's Associate/Assistant Vice President/Dean, it should be escalated to Tina Boyd (Interim AVP of HR), Lynn Adkins (AVP of Finance), and Associate VP. This is third step of escalation, but their involvement should only occur if all prior steps fail.

Steps	HR	Payroll	Department/Area
1	humanresources@salisbury.edu	payroll@salisbury.edu	
2	Wendy Ringling, Dir-HR OPs	Laurie Stroud – Payroll Manager	Asst Director/ Director
3	Tina Boyd, AVP of HR	Lynn Adkins, AVP of Finance	Assoc/Asst VP

Examples include:

Steps	Student Affairs	Dining	Academic Affairs
1			
2	Tricia Garvey-Smith, Director Student Activities	Mark Andrews, Assistant Director Dining	Tara Smith, Director, Admin Ops
3	Deirdra Johnson, Associate VP, Student Affairs	George Oakley, Director Food Services	Jessica Clark, Associate Provost

Importance of Following the Chain of Command

Skipping steps in the escalation process and going directly to cabinet members can be counterproductive. Cabinet members, such as the Provost or Vice Presidents of various areas, are not involved in the daily management of HR and Payroll operations. They rely on the chain of command to ensure issues are addressed by the individuals best equipped to handle them before stepping in to resolve escalated matters. Bypassing this process may delay resolution and hinder the flow of communication.

Next Steps

To ensure everyone is informed, we kindly ask that you share this information with your teams during their next team meetings or by forwarding this email. If you are forwarding this email, please ensure that it is shared with your direct reports and request that they forward it to their teams. Additionally, this process will be posted on both the HR and HCM websites for ongoing reference.

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If you have any questions about this process or require further clarification, please do not hesitate to reach out to HR. Thank you for your partnership in maintaining clear and effective communication across our organization.

Thank you,

Tina Boyd, SPHR, SHRM-SCP
Interim AVP of HR
Office of Human Resources
Salisbury University