

## Path Forward Forum Follow-up Q&A

Regarding HR, IT, and Facilities needs and services: what will be the same on September 1st? What will be different?	September 1 2022 - the personnel will shift to a centralized reporting structure such that employees performing HR functions in a department will still serve that department - but report to HROE instead of the department. Throughout the coming year, processes will be uniformed, additional services to support employee success will be implemented and technology will be utilized to make processes more efficient. Employees will also benefit from more emphasis on career development and succession planning in the coming years. The process to get IT help and the process to deliver IT help will be the same after Sept 1st for most staff. For staff in the new groups that have formed, we are working to implement the support processes for those new teams.
What can you tell MarComm folks about the town hall you indicated in an email last week?	The Town Hall presentation can be viewed at the following link <a href="https://vimeo.com/745137016">https://vimeo.com/745137016</a> . The presentation included information about the phased approach that MarComm will take to realign the organization. This includes restructuring our team to centralize both functions and positions as well as the formation of various committees that will address foundational areas of our organization.
Does the new MarComm process mean that all stories/content will need to be approved centrally? Or will communications be trusted enough to be able to competently serve their own departments?	An updated editorial process has not been implemented at this time. During the Town Hall on Aug. 31, 2022, it was announced that the media relations function will be centralized. Kelly Brown will lead this charge and will work with communications staff across campus to implement a consistent process for media relations going forward. Additionally, it was shared that a Editorial Style Guide committee will form this fall to create a comprehensive style guide. We will do the same for other functional areas as well.
How will the new " Brand Hub" differ from the Texas A&M Brand Guide?	The Brand Guide will be a component of the new Brand Hub. The hub will also include brand assets and templates, preferred service vendors and updated guidelines (as necessary). It will become a one-stop-shop for the university brand, pointing to brand guidelines and/or logo downloads for individual colleges, schools and divisions, as appropriate.
Does finalizing organizational structure in August include org structures for all the college/division/department units or just at the higher Division of MarComm level?	At this time, an org chart has been developed to represent each unit being centralized into one Division of Marketing & Communications. During the Aug. 31, 2022 Town Hall, it was shared that there will be a phased approach to centralizing the functions across MarComm, which will also change our reporting structure over time.
In regard to MarComm, it feels like the local media platforms get TAMU news before its sent to university staff. Will this be a focused change?	We will look at ways to ensure our faculty/staff are informed of important changes from us rather than through the media.
For business units that don't have an embedded marketing person, will we have someone assigned to work with our team on materials such as program brochures, etc?	The org chart provided during the Aug. 31 Town Hall represents all units with current communications staff, leading up to a point of contact within each 'area.' For business units that did not have an existing communications professional prior to Sept. 1, we will assess needs and make plans to provide service on a case-by-case basis.
With so many things waiting to be defined by the MarComm org chart, when can we expect it to be sent out?	MarComm's overall org chart can be found in the Town Hall presentation from Aug. 31, 2022 <a href="https://vimeo.com/745137016">https://vimeo.com/745137016</a> . The presentation outlines where each unit will fit into the Division of Marketing & Communications. As outlined in the Town Hall presentation, we are taking a phased approach to implementing our full organizational structure, which will evolve overtime.
Will the wild salary inequities among marketing and communications employees be addressed? If so, when?	A salary study will be initiated by HR as they are reviewing salary variances across the university.
Who is moving to the Varisco Building	University plans for the Varisco building are still in development, but primarily focus on IT and similar operational fuctions.
How will inventory audits be handled moving forward?	The university is still working through the specifics of where inventory audits are best handled after centralization. More info will be forthcoming on this.
Our department permanently lost an administrative support staff member to the division of finance due to some of their job elements. When will we see a list of specific tasks the finance group will perform to identify orphaned duties from this loss?	We are working with departments to ensure that they have the necessary resources to ensure there's not a drop-in administrative support as a result of centralization.
Is the current/old department setting salaries and compensation for "centralized employees" for the new fiscal year that starts in 2 weeks? Will centralization be implemented by 9/1 and, if not, could compensation change mid-year when it is implemented?	Salary and compensation were determined by the employing department in the previous fiscal year (FY 22), but the new department may make adjustments for equity or promotions in the new fiscal year (FY 23) based on needs and reviews of staffing and duties
John Crawford mentioned a framework for managing the continuous improvement but didn't say what the framework is, curious as to what they are planning on using?	You can find more information on the continuous improvement framework by looking at the Path Forward website at <a href="https://pathforward.tamu.edu/_files/documents/implementation-memos/WG27-Implementation-Memo_Approved-09-10-22.pdf">https://pathforward.tamu.edu/_files/documents/implementation-memos/WG27-Implementation-Memo_Approved-09-10-22.pdf</a>
What would it take for the University to consider a cost of living increase for staff, similar to the 5% that Blinn College provided for their staff.	There is no current plan for a University-wide cost of living increase. Raises and pay for staff will continue to be determined by the leadership of the department in which the employee works with appropriate approval of the respective VP and the engagement of HR. HR is working with every division on pay scales and career ladders as appropriate. Any changes to pay plans or salary actions outside of traditional merit will be worked through HR.

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For finance, will standardization include account types & usage across member (university vs agencies) to reduce administrative roadblocks for funding collaborations across members?	It is our plan to get more standardization across the university and agencies. The CFO's of the university, the Health Science Center, Galveston, and the agencies are working to align more financial processes across all of these members.
Will the titles for the new finance team members be changed?	At this time, we are evaluating the existing career ladders, pay structures, and titles that align with the job functions. This will ensure we are able to address changes in the market and duties of business staff. After completion, this could result in some Finance staff receiving a title change that is more commensurate with their job function.
When will operational budgets be finalized for the various new marketing & communications centralized teams across campus?	Operational budgets became effective in September 2022. Internal MARCOM allocations should be finalized by January 2023.
Will any of the original working groups reconvene as the process continues?	There is no specific plan for original working groups to reconvene. In some cases, working groups recommended follow-on studies or committees to continue to study specific problems, particularly those involving long-lead capital projects, or ongoing efforts such as elevation of satellite campuses. This work will continue on a case-by-case basis, as directed by the President.
The committees being organized for feedback and measure success seem to focus on faculty and staff. What is or will be done to include our largest customer group, students, in those processes?	The design and scope of the Annual Review Committee is still under consideration, but will include a range of stakeholders, including students.
Will any of the original working groups reconvene as the process continues?	Most of the 41 working groups have completed their tasks, but some will continue to operate on a case-by-case basis, particularly those involved with long term capital projects.
As these changes are finalized and implemented, how do you plan to make sure diverse and historically marginalized faculty, staff, students, etc. are heard, supported, and involved in the decision-making process?	Each of the working groups was charged with implementing metrics and also identify advisory groups which will act as accountability partners. The use of the university staff council, faculty senate, CPI, Dean's Council, and other affinity groups will also be a means to ensure transparency and accountability.
The committees being organized for feedback and measure success seem to focus on faculty and staff. What is or will be done to include our largest customer group, students, in those processes?	An objective of centralization is to reduce the number of "hybrid" employees who are not fully trained or integrated in the HR system. Moving those employees to HR FTEs will allow them to better perform their core responsibilities for the departments, as well as have better access to training and career progression in the HR field -- something hybrid employees generally lack. More efficient service delivery is expected to reduce the total number of employees performing HR functions across the university. There will be a need to reassign orphaned duties currently being performed by HR employees, but the overall effect should be revenue neutral. A goal is to strengthen the identity of the HR team, recognizing this is a change from the existing structure. Our objective is to retain habitual relationships between HR employees and departments to minimize the division between departments and centralized staff.
What is the role of a dotted line supervisor?	The "dotted line" supervisor provides day-to-day guidance and taskings to ensure that staff is responsive to the needs the customer. The solid line supervisor is accountable for allocating resources and balancing workloads to ensure the organization is meeting the broad requirements of the university, as well as the performance evaluation, career progression, and professional development of assigned employees.
When will we get direction on how the " dotted line" supervision will dovetail with the solid line supervision?	The leadership within each HROE service "hub" have met with deans and division leadership and worked to acquire listservs and updated contact information on HROE websites to identify the appropriate points of contact for the HROE organization. As we transition to the centralized model, the culture will shift whereby employees will identify service providers by specialty (HR, Finance, IT, etc.) and centralized managers will be supportive of the customer's needs and deploy resources as necessary.
My unit is a center, as a opposed to an academic center, we have unique needs that are not addressed and nobody seems to have answers we need to function. How will you ensure that non- academic units receive the resources they need?	Every center should have some academic or agency home through which they can coordinate their specific support requirements. If there are unique situations and gaps, please address the specific issues to Brad Brown (rbbrown76@tamu.edu), and he will coordinate with the appropriate cabinet offices to resolve the problems.
With all of the duties being removed from HR staff, depts are being forced to hire more staff to pick up those duties. It would seem on the surface that total costs for the depts are being increased significantly. There is now a huge division that has been created between centralized staff and dept staff. That division has been created because of this new structure. The depts move forward to steward their resources leaving the centralized staff slowly slipping through the cracks. What are your plans to make these employees feel as if they have not been left without a team, to make them feel like a part of the new team?	An objective of centralization is to reduce the number of "hybrid" employees who are not fully trained or integrated in the HR system. Moving those employees to HR FTEs will allow them to better perform their core responsibilities for the departments, as well as have better access to training and career progression in the HR field -- something hybrid employees generally lack. More efficient service delivery is expected to reduce the total number of employees performing HR functions across the university. A goal is to strengthen the identity of the centralized teams, recognizing this is a change from the existing structure. Our objective is to retain habitual relationships between HR employees and departments to minimize the division between departments and centralized staff. Because the employees will remain imbedded within the assigned service unit, there will be ample opportunities to maintain relationships with existing college/division personnel as well as centralized employees having a "belonging" as a member of the new organization.
What is the proposed timeline for having the pay restructure completed	Jan-23

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Would they consider providing free access for staff to the Rec Center? This will help promote "Living Well"	HROE will continue to partner with Rec Sports and other community partners to offer discounts and advantages for staff and will advocate for all opportunities that are available to support health and wellness for our staff.
Many major employers offer tuition assistance. Texas A&M offers very limited assistance. It is impossible to use the benefit on a remote campus. Is there any possibility for improving tuition benefits?	Investing in the development and success of our staff is a high priority. Realizing that there may be an opportunity to extend benefits to employees which may not have existed previously provides an avenue to explore any restrictions that may be self-imposed or restricted from governmental means and respond accordingly to find a means to provide the additional benefits necessary to attract and retain our best employees.
When will the College of Dentistry have a fully staffed HR department? This is frustrating for faculty, staff, and students not to have someone onsite to answer or provide assistance.	There have been hires made as of early September and now available as an in-person resource while additional resources leveraged from HROE offices across the state. Ideally, Dentistry will be fully staffed in October.
Will AWL be an option for the depts in FY23	Yes
For HR, are there any plans or has consideration been given to implementing 360 reviews for leadership roles?	Yes, discussions about updating the performance management processes are ongoing and will look to include 360 and other more relevant and frequent "touch points".
when you talk about career path, the clerical staff along with some others have been without a defined career path. Will you be including them in your career path implementation?	Yes, administrative career paths are on the slate for upcoming career development plans which incorporate titles associated with roles and competencies and clearly defined advancement opportunities.
Can you tell us more about what the university is doing for mental health across campus?	Living Well Programming and partnering with TAMU Health to offer services relevant to immediate needs of employees in addition to those offered already through Guidance Resources, which serves the A&M community with 24/7 access.
With the goal to retain staff. Create career ladders/ opportunities, and support those in their current offices, inflation greatly impacts staff. Is there a plan to offset some of these fiscal difficulties that many of us face given that the pay scale has not been updated in a number of years?	Yes, review of pay plan and current employee pay structure compared to current market data is being analyzed. Once the analysis is performed, recommendations can be made regarding budget impact and planning over coming years to meet market demand.
Are we going to view the detailed org chart down to service departmental level? If not, when?	Changes have been made in workday to reflect the new organizational structures. There is an effort launched to provide organizational charts at a manageable level such that publication is possible. The granularity of organizational charts would be the responsibility of the unit and any impacted employees may reach out to defined unit for specifics, however most points of contact should be available after 9-1-2022 relevant to recent changes via normal communication channels such as the unit's website.
Will the workday hiring processes be revisited in an effort to become more efficient?	Yes, the recruitment and classification/compensation teams have been encouraged to revamp the processes used historically in order to provide more responsive and efficient services. Additional dedicated staff to these efforts will also help in responsiveness and increased level of assistance provided to hiring managers.
What about smaller departments that are specialized? Will there be a path forward for career advancement for those staff? What about resistant department heads?	The succession planning and talent management plans set forth robust programs whereby technical proficiency and leadership development are at the forefront. As such, employees will have the opportunity to participate in these plans as a result of deferring costs and opening up more classes for greater levels of participation and increased breadth of employees being offered opportunities to be developed, recognized and advanced.
How will you be addressing staff turnover and improving staff retention? Will these new processes include improvement to resources for staff and work culture?	Benchmarking career and salary information as well as being creative in the use of work/life balance initiatives, engagment and development opportunities will assist in retention factors. Also access to career paths and talent management programs will foster and strengthen the paths whereby employees can succeed. Investing in employee development and recognition will also bolster retention and reduce turnover.
What does the staff 1:150 ratio mean?	The industry standard for HR professionals is 1 HR/Payroll generalist to support 150 employees (faculty, staff, grad assistant and student worker)
Is there an update on Working Group #34, succession planning?	The president approved the Working Group 34 (related to succession planning) implementation memorandum in early September. Budgetary considerations are ongoing, but programming will begin Fall 2022.
We have been hearing about " career paths" and "ladders" for years. What concrete steps are being taken so there is progress on this step?	Plans have been developed with affinity groups from each of the operational teams and proceeding to approach the system pay plan committee to implement necessary changes. Already in play are changes to IT, Payroll, HR and Facilities titles. All titles will be reviewed, and resources allocated to help ensure relevance of title to current market.
Has there been any discussion about family leave in terms of maternity or paternity leave? With conversation about this at the federal level coming to a standstill, is this something Texas A&M is exploring?	<a href="https://employees.tamu.edu/employee-relations/leave/other/parental.html">Family Medical Leave and Parental Leave information can be found here: https://employees.tamu.edu/employee-relations/leave/other/parental.html</a>
What is the percentage of average faculty yearly raises compared to average staff yearly wages?	This analysis is being conducted. As soon as results are finalized, this information will be shared.
In summary of the AWL, will we know more in January?	Plans are to publish the new AWL guidance in November 2022

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In a job market where most workers receive competitive pay by changing companies/roles rather than being financially awarded for longevity, what is your plan to combat this to retain top talent, specifically among staff?	Benchmarking career and salary information as well as being creative in the use of work/life balance initiatives, engagement and development opportunities will assist in retention factors. Also access to career paths and talent management programs will foster and strengthen the paths whereby employees can succeed. Investing in employee development and recognition will also bolster retention and reduce turnover.
I'm about to lose a staff member due to not having 100% position for her. Are we able to go ahead and offer a 100% remote position now, or is the new policy going to too late for us to keep her?	Plans are to publish the new AWL guidance in October 2022. If the duties can be conducted 100% remote, then that would be within the guidelines to be released given that there is appropriate training and monitoring.
What's the remote working policy? There are depts that allow but others do not. How should we address staff's request to work from home?	AWL must be based on job functionality. Equity among departments and divisions will be paramount to the success. Vice Presidents and Deans should be standardize what is acceptable based on the guidance provided by the AWL SAP. Plans are to publish the new AWL guidance in November 2022
Will employee payroll costing allocations fall under HR or Finance duties? This isn't for new hires that HR normally handles, but for employees on grants whose costing allocations can change several times a year.	Costing Allocations will be the responsibility of finance personnel in cooperation with HROE personnel such that costing allocations do not hold up HROE processing. A modification of Workday will be launched shortly that will create a new role specific to this function.
Are raises and pay still to be determined by departments or is HR going to assist with that?	HROE has been tasked with evaluating the salary structure and associated pay plan as it relates to the current titles utilized across the university and comparing the roles and pay to the current job market. Once the analysis is complete, there will be strategies implemented to address any market adjustments.
How are we planning to support individuals and teams driving this change? How are we helping educate leadership to drive this change, even is they are less native to a digital environment? Is HR being equipped to train individuals of other functions in digital transformation (change management). Is IT evaluating the needs of other functions like marketing and helping the adopt the right technologies?	We have significant training programs being implemented for our IT staff and we are working with our customers to identify how we can better participate in technology training for staff in the Colleges and Divisions.
How do we make sure that IT is available 8am-5pm each workday? We have had several days where all we have are student workers and they are only available when they are not in class which has caused a lot of issues with classes.	Like all service organizations, IT has time periods where all our staff are working with customers and new customers will need to submit a ticket or reach one of our other help desk systems. Over the next year, we will be moving to a common helpdesk solution so that we can better support our customers and do a better job of getting help available to our customers in periods of peak demand. If there are issues reaching our staff, please let the IT director for that group know.
We currently use the PITO Team Dynamics to submit request. Will it still be the same after August 31.2022? If not, whom to turn for Tech/IT help desk issues?	The various ticketing systems in use on campus will continue to be used until a common solution can be identified and implemented.
Do professional development budgets include employee computers for every employee at TAMU? Will employees still be able to attend industry professional development events, conferences, workshops, software training, etc.?	Operational budgets for centralized employees will allow for computer replacement for these employees on a regular rotation. They will also cover professional development for these employees in consultation with their supervisor and department head. Within the IT organization, there is dedicated funding for training and professional development. We also have funding for the technology needed by each staff member. For staff members in other parts of the University, technology funding is determined by the Dean's or the Division Heads.
Centralization for the groups represented here may provide additional opportunities for growth, but what about advising? All the "extra" (but related) responsibilities of advisors are being taken away. You grow by taking on new responsibilities. If we all we are doing is meeting with students, there is little opportunity for growth and advancement.	The working group memo includes a strong recommendation that the advisor career ladder, job descriptions, and professional development opportunities, and the expenses of these pursuits, be revisited with campus leadership as soon as practicable. Some considerations for the academic advisor career ladder include opportunities beyond the existing I, II, III, and IV structure to include opportunities for supervision, departmental input, and professional growth in a structured manner such as multiple college level assistant director and director level positions. Often our most gifted advisors are removed from interacting with students to take on administrative functions to earn higher pay. Centralization should allow advisors to advance and continue to work with students.
When do you anticipate all current staff will be placed in their reassigned positions?	Most reassignments will have been effective on September 1. Those still outstanding will be completed no later than January 1, 2023.
Is there anything being done to address those areas that are absorbing more work and workload?	One of the anticipated the impacts of centralization is identifying roles and responsibilities of not only the individuals being centralized, but also the impact on duties being performed by those individuals that may become "orphaned" if not addressed appropriately. Our teams are working on service catalogs so that we can identify the duties being performed and those that may need to transition. Ultimately, to balance the newly assigned functions the university will work with managers to respond to needs associated with workload thus prompting an evaluation of titles and associated compensation of employees to ensure that centralization has served to balance the workload and accentuate efficiency.

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What about the libraries? What about the admin and support staff within the libraries?	<p>HR is currently moving 51 faculty to staff librarian titles and creating staff position descriptions for each in Workday.</p> <p>The University Librarian and Assistant Provost is finalizing a new organizational structure and will be hiring new interim leaders.</p> <p>The Libraries has a committee of librarians and staff who are developing a new hiring process for librarians (taking in consideration professional hiring standards and HR policies). On August 25, 2022, University Librarian and Assistant Provost met with committee to finalize process. Early September goal to start hiring open librarian positions., with a mid-September 15, 2022, goal to complete interim leader hiring.</p> <p>Early Fall, University Librarian and Assistant Provost will start appointing members to a University Libraries strategic planning working group and associate task forces. Members will include Libraries personnel, campus faculty, graduate and professional students, undergraduate students, academic partners, and others.</p> <p>Areas for strategic planning (based on the MGT Libraries Assessment as well as Libraries priorities):</p> <ul style="list-style-type: none"><li>- Academic Partnerships</li><li>- New Library on West Campus</li><li>- Research Services and Support</li><li>- Library Spaces</li><li>- Library Collections</li></ul> <p>Spring 2022 is the tentative deadline for completion of University Libraries Strategic Planning.</p>
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