WEBVTT

00:00:09.814 --> 00:00:10.164
Yeah.

00:00:11.764 --> 00:02:00.644
Hello.

00:02:02.204 --> 00:02:02.684
Perfect.

00:02:05.074 --> 00:02:06.044
Go ahead, all right.

00:02:08.404 --> 00:02:10.564
Hello. Is that good?

00:02:14.134 --> 00:02:14.364
No.

00:02:17.004 --> 00:02:17.414
Just.

00:04:18.414 --> 00:04:21.024
We have chairs up there. We have, yeah.

00:04:21.854 --> 00:04:23.844
All right. Can you guys hear me OK?

00:04:25.514 --> 00:04:26.544
And in.

00:04:27.364 --> 00:04:28.114
Good. OK.

00:04:29.164 --> 00:04:30.534
Yes.

00:04:37.694 --> 00:04:40.734
We'll get started here just a second

00:04:40.734 --> 00:04:41.484
Good 159.

00:05:57.124 --> 00:05:57.874
Alright, 2:00 folks are joining online, so we'll give

00:05:57.874 --> 00:05:58.574
ve him a couple minutes.
Causing trouble?

Alright Mikes here, we can get started now.

OK, we're going to get started a little bit. After two we have good know, good online participation. So we're gonna get started first of all

l, thank you to the HC team. So, Anthony and Josh and the rest of the team for setting this up. Lakin and her team, of course, as always, for helping coordinate these. Welcome to

our third town hall for the month of October I know we met just a couple weeks ago. Feels like for

r the September one we have to push that one because of the.

Of the work we were doing on the IT governance, but we want to

get this back on the kind of the four week cadence

And so we'll meet today and then I'll show you the

dates for November and December and then we also have some dates

earmarked for January.
In terms of agenda?

If this thing will work.

Wanted to today really focused on 2 areas

One is give you some general updates

Last time we met talked a little bit about the deep dives

that we're doing and three areas and so we'll want to James going to cover some of the some

some of the updates there. We're still waiting some of that

information back, but give you some general updates.

Also I think we'll go into a little

e bit more detail about the service catalog and delivery matrix

This is something that we shared with you back in August of kind of what that

t, what that looks like sort of the overall matrix and all the
different verticals and aspects of within each area.

We've highlighted. We we've selected

a handful of those just to kind of give you a snippet into what that work
entailed and we really went as leadership group had some
e good healthy dialogue around those areas and
d as we look towards the future and not so much about reporting
structures or anything like that, but just from a service delivery and ownership
p, where is that best suited at sort of what layer
right, enterprise campus or specialized. So what we'll go into that
into those details
we have Melinda Lilly here from our.
HR team and so she's going to there were
e a lot of questions about job architecture in our last town hall
So we're going to spend a fair amount of time going over that today
Just giving you a perspective of what it is, why is it important
sort of the process that we're we're embarking on.
And there's going to highlight also some of the comp
analysis that is underway and then kind of give
you a sense of know very 10,000 view foot view of
career advancement opportunities in the future and kind of the
different paths and options that
can take talk a little bit I think job tiling

00:08:49.164 --> 00:08:53.604
ilting as well and then we'll get into next steps and of course Q&A

00:08:53.604 --> 00:08:56.744
So I don't know that we'll take the full hour to get us

00:08:56.744 --> 00:09:00.034
to Q&A, we may maybe done sooner which is fine

00:09:00.034 --> 00:09:01.114
e, but I at least want to give you.

00:09:01.214 --> 00:09:03.744
An update and on a four week basis.

00:09:05.074 --> 00:09:08.554
Before we jump into the into those topics, I always want to

00:09:08.554 --> 00:09:11.954
start our sessions with a reminder of our of

00:09:11.954 --> 00:09:15.014
objectives, right What are we doing? Why are we doing it? What are we trying to accomplish?

00:09:15.764 --> 00:09:18.884
So first and foremost, you've heard me say this time

00:09:18.884 --> 00:09:22.234
and time again, but again, we're here to try to unify all of all of the it

00:09:22.234 --> 00:09:25.354
roles in teams and responsibilities under single

00:09:25.354 --> 00:09:29.484
organizational umbrella and that leadership structure

00:09:29.484 --> 00:09:32.854
This is really one of the fund foundational elements as we

00:09:32.854 --> 00:09:36.424
e move forward, so we can continue to advance and mature our processes.

00:09:37.104 --> 00:09:40.824
So that's one of the first steps, the
other item is our governance, right? We're in the process also redesigning and revamping our IT governance framework again. We've just completed the workshop came up with the kind of the design and the layout of kind of what that might look like. That's going to take a little bit of time to move forward. Jim Buchanan is going to help me take the lead of kind of organizing all the different streams of work that will be associated with that, but that's critical component.

For our new joint organization moving forward so those are really the two key objectives. These are the guiding principles that you have also covered in the past. I'm not going to read on, but I did want to highlight and stress because there were some questions about this last time about cost reduction, right? I'm going to see a salary reduction and we talking about reducing.
the workforce and what have you. I just wanted to reiterate that cost is not the driver for what we're doing, right? This is this, that's not at all now the well there be synergies will they be efficiencies gained? Absolutely, but. We expect those, but we're not. We're not trying to meet a specific target of savings or head count reduction or what have you. It's actually trying to get us begin together under 11 umbrella so we can be stronger together moving forward. So I just wanted to reiterate that because there were a few questions last time about that.

In terms of our timeline, I know this is very 10,000 foot view of the timeline as we get into the sort of the final quarter of the year we're going to start laying out more sort of week by week you key objectives and tasks that we want to accomplish. We started that conversation yesterday
but we've we're very much in sort of the now
w in the operating and organization design phase
right. We just wrapped up the
the interviews and the assessments.
That the Lloyd conducted in three areas, they'll
we still have again waiting on information they're going to get
t gather the thoughts and provide some recommendations and more
detail, but that work is completed in terms of the initial
interviews and assessment and there's some high, high
akeaways they've provided.
And again, we're going to talk about the service catalog and ownership mapping again give
you give you a highlight of what the work that we did
and kind of where we landed on
n things as an example. Again, there's multiple areas, so we can't
do that all in one session we talked
about Governance Roberts on PTO by the way he
He ran the Marathon Chicago Marathon this past weekend. I haven't talked

d to him to see what his time was, but anything over 2
hours is too long. So we'll have to give him a hard time that.

Next time he's no I turned on the TV that happened to be in Chicago this
s weekend as well, and I turn on the TV and the guy that was
reading was running world pace and before know it
now it, he's done. And it was 2 minutes, two hours and 35 seconds I think

high is unbelievable and the lady
dy that wanted was in two hours and 14 minutes I think, or something
like that, so
unbelievable, unbelievable pace.
Yeah, Christopher's another runner, so you can give him a hard time.

They really as we as we get into October and November
we're really now going to start looking at the organizational structure and
we've talked about the job architecture frameworks of Melinda is going to talk

about that and the idea is to complete that
work as much as we can in the month of October, maybe early November and then

n of course in November time frame we know we need to socialize and review

those cheap proposed changes with leadership across the all the institutions. So we'll do that and then either sometime in November or December.

We'll start to implement those and of course share those, insert share that in more detail with you. So nothing has changed, we're still kind of kind of working to that.

So with that, let me turn it over to James who's going to give us an update on again the interviews that. Deloitte conducted and again kind of a high level overview of what the service catalog work that we did.

Thank you.

Need a microphone?

You able to hear me OK?
There we go, better.

OK, as you guys might.

Yeah.

OK. Is that better? All right.

I thought I could project. Clearly not

As you might recall, what we've been talking about is this ongoing kind

of effort towards work, towards reviewing

and really understanding what

t our new normal will be and part of that effort

As a reminder, it was academic

and classroom technology, data and analytics

and research computing is kind of the three tiers that we were really digging into and that involved.

Different people from different campuses depending on the vertical and whether you have a place in that or not
but the purpose of Deloitte helping us with that is really trying to flush out all of the detailed understanding of what each area does what their responsibilities are on campus and therefore to make sure that we have a better understanding as we're talking through the e service catalog that we're not making recommendations and changes that would negatively impact any particular area.

So Sue and James and Roy led those efforts depending if you fell into one of these areas, you might have met with them more than once we have as Juan had just talked about, we certainly have had an opportunity to have a an initial debrief we have not gotten their recommendations as of yet. So there's a little bit more discussion that needs to happen, but we did get t their initial debriefing and 1st pass of feedback from
those interviews.

Just as a reminder, when we're talking about the service catalog which is what I'm really going to roll into we're talking about the three levels. So you'll see like an E or or an S as we go to those slides. And that breakdown is just what you're seeing here, which now hopefully after a couple of town halls, you've seen multiple times E E being enterprise, see being campus and S really being the specialized unit r department service.

So you didn't see this in the last town hall, but the town hall prior. You may recall this breakout of buckets for the service catalog. So this is you know bringing this back up we went through as a group and in partnership with h Deloitte really kind of talking through each one of these buckets and really discussing you know the service needs
whether it should be an enterprise provided service, whether it should be handled at the campus or

whether it should be handled handled specialized in nature as you can

n imagine some of these were not.

Just to clear its enterprise or its campus sometimes

s it's a combination and then we try to detail out if

it's a combination, what those combinations would be, what roles each area is playing. The slides that we're going to bring up, the next three slides are going to give examples of some of these broad buckets and what we really mean and

d how we broke them down, each one of those will have much more detail than even what you're seeing on the slide but hopefully it gives you kind of a tangible example of

going from this into what.

Do you mean by that pocket and how does that, how does that spread out e campus in the enterprise?

So the first one I'm going to cover and
that's for the category of administrative and business. So when you see service here, right, you see alumni and advancement and then you see athletics, auxiliary systems and then business capability and process automation. So if I go back to the prior slide you'll see how you have alumni and advancement up there in athletics on the top left corner. So that's showing up here in our service buckets under this broad category and then we're giving a general description obviously, obviously it's not. All inclusive, but a general description of these different services. As you move to the right, you'll see the current state, so you'll see those abbreviations, right? Etc And as we talked about and, so this is what we had indicated as our current state and then what we had captured and a suggestion for our future state as you're going to see as we look through these slides, you know some of these things will
l vary by campus and what I mean by that is it
t could be at UNT Denton the future.
State is actually our current state. It hasn't changed
because we may be already operating in that model, but you may find if
you're at HSC
your future state, it may be different, right? Because you're not
operating in that model. So when
you're looking at this, if you're looking at you right now
now you'll see an Athletics, you see a
change here as we look at specialized in what
we're recommending is moving to campus and specialized you
you know that is a change at UNT, Denton and at Auxiliary
Systems.
We have campus and specialized in. It's moving to
campus, but auxiliary systems as you know if you're talking about
housing
that may not represent a change for Dallas. So I just want to call
out that this is as a group and an entity and an exercise that
hat we went through, we don't have an individual slide for each
individualized

00:19:23.894 --> 00:19:26.924
mpus. What we talked about this is just as a

00:19:26.924 --> 00:19:29.984
service catalog in general and what the new normal the

00:19:29.984 --> 00:19:33.884
the new normal would be. So I don't want to read through

00:19:33.884 --> 00:19:37.394
know, bullet by bullet what this, what this says right now.

00:19:37.484 --> 00:19:41.334
We're making these available, right? The entire or the Powerpoint, so

00:19:41.334 --> 00:19:44.904
they'll

00:19:44.904 --> 00:19:48.594
be available to all of you after this and you can read through

00:19:48.594 --> 00:19:52.004
and ask questions as you see fit.

00:19:52.004 --> 00:19:56.374
t. But we have a couple more examples that I believe Christopher is
going to go through

00:19:56.374 --> 00:19:59.694
as well in the slide deck. And Patrick

00:19:59.694 --> 00:20:02.814
but hopefully this gives you something more tangible about where we're

00:20:02.814 --> 00:20:05.954
those broad buckets. And then

00:20:05.954 --> 00:20:07.914
hat those details are actually coming out like on the other end and I

00:20:07.914 --> 00:20:09.314
the last thing that I would share is to reiterate.

00:20:09.314 --> 00:20:11.304
Juan was talking about, which is these exercises

00:20:11.304 --> 00:20:14.474
although connected with staffing
and people, are not an exercise as far as let's talk about who's moving where. They're really just an effort to talk about how should we, you know, from a service delivery perspective, where should these services be performed at and when we talk about them sometimes, as you can see sometimes it may be when we say enterprise, it may just be the platform or it may exclusively be the integration. So it's really trying to make sure that we're all on the same page.

As to who's doing what when we're talking about the four individual entities.

So let me go ahead and hand this over to is it Christopher or OK.

OK.

Alright.

I'm gonna tell you that I've been in Mexico and I just saw this slide. I didn't even know. No, I'm
just kidding.

00:21:02.944 --> 00:21:06.114  
No, it's this is a really good example and

00:21:06.114 --> 00:21:08.114  
I think Anthony's gonna talk a little bit.

00:21:10.614 --> 00:21:13.664  
We just wanted to kind of go through from

00:21:13.664 --> 00:21:17.744  
an infrastructure perspective. Obviously there are things that we wanna

00:21:17.744 --> 00:21:21.014  
kind of have at an enterprise level where we

00:21:21.014 --> 00:21:23.564  
have the governance and the.

00:21:24.524 --> 00:21:27.684  
Sort of contracts and best

00:21:27.684 --> 00:21:30.884  
practices from that perspective, but there'll also be

00:21:30.884 --> 00:21:33.924  
areas that are still specific to the campuses

00:21:33.924 --> 00:21:37.854  
because you, the campus leadership and the campus teams know those

00:21:37.854 --> 00:21:40.944  
solutions really well. But a good example is and

00:21:40.944 --> 00:21:44.044  
we've talked about this and some of you had heard in

00:21:44.044 --> 00:21:47.654  
in the last meeting, Ryan Kane for instance was the

00:21:47.654 --> 00:21:51.164  
e IT manager for the Health Science Center

00:21:51.164 --> 00:21:54.234  
and he's recently moved into a leadership role

00:21:54.234 --> 00:21:55.154  
at the system level.
And then we basically absorb those teams into to the system side of things however it's been.

Correct me if I'm wrong, Anthony, but business as usual, I mean, we didn't miss a step, so Ryan and team are still continuing to support the Health Science Center and all those needs, however they are getting more into the mix on the system side so that they can offer their expertise and guidance across those different areas, those different platforms and we can continue to basically assimilate and unify the teams and so the areas that you see here. Are really at kind of that strategic high level that we would have a enterprise kind of overarching guidance when it comes to business continuity and disaster recovery, data center operations, things like that because it makes sense that we don't want seven different business continuity plans or 4 or
or you know multiple it'll it'll be very helpful to have those standards and 

that unification across all of 

f the different areas that we see listed here.

So again HSC team. 

Seamlessly aligned we really I mean 

an we really kind of made that happen in a couple of weeks 

time frame after making the decision, hey Anthony was like. 

Let's align these teams Won thought it was a good 

d idea as well. I did as well, and so we basically assimilated the 

them under this award, but they continue to 

to support the environment. Demario Collins, for instance 

he moved into an architecture role at the system level, but he's still 

supporting the environment with Richard 

And so it's been in my opinion. 

Somebody could correct me if I'm wrong, but it's been a 

very seamless migration a very
y seamless integration of the teams and we'll look
at other areas where that makes sense to do as we move forward. So I
don't know if Anthony had anything to add or.

Alright.

Thanks, Chris.

I don't know how Anthony got out of this. Let's see.

So if you want to add anything on this slide, you're welcome
to James did a good job of describing here this
the graph you see and breaking down what the CS and E
means. So teaching and learning. Let's break that one out a little
bit more in the service catalog that's why we're here. This is where
the rubber meets the road so.

Looking at the current state
here in the services we have, this is the
he service catalog as we see it for teaching and learning here at UNT
and You

u can see the there's an asterisk on
a few of these and so I'll touch on that you

u have some areas currently in this service catalog
g that are delivering these functions, but they're outside of it, right

And so they're in the future state we see

that you know we'll continue to.

To deliver those the way that they are today and really

no change there and I could speak for Dallas.

We have a distance learning department that's currently delivering

this function for our campus and they'll continue to
do so and they're not going to move up underneath

myself or the IT team at Dallas. So just

wanted to call that out there and explain what that asterisk

meant. But you can take a look at this slide like

Juan said, these will be sent out and you can kind

nd of read through all these. I won't go through everything on here

but just wanted to touch on.

What teaching and learning in the service
catalog looks like for us here at UNT and
d that there's some services here that we see
continue to be done at the campus level even outside
Anthony, you have anything you want to add?
Yeah. So I'll turn it over to Juan
and Melinda to talk about the job architecture and compensation. Thank you
Patrick.
Just so just to go back to this slide
really quick, again, we give you a snippet right? We
e just picked a handful of these of these just to kind of give you a sense of.
Of what that exercise entailed
and the level of detailed conversations that we have, so at least we have
e good, clear understanding and documentation of
service ownership and again at what level that's going
to be owned and delivered and then also hopefully to mitigate and calm fears as to you know the takeover or l centralization. So you can start from as you can e from those handful of slides that we that we shared.

There's really not a lot of significant change, right? I mean just some nuances, things like infrastructure where right, where it doesn't make sense to make that an enterprise level platform level service offering we made. So I just want to highlight that the again just three sample areas three simple categories, verticals that we share with you, but again just to dispel rumors of the yeah h, there's obviously campus level services and specialized level vel services will be very much.

Needed and in front and center to the structure as we move forward. So just kind of wanted to drive home that point Next we're
e going to get into job architecture. Again, lot of questions last
time. So Melinda was gracious enough to join us
today and she's gonna go through again
what that is what's important in the process that we're going to
to undertake. So with that, I'm going to turn over to her.
And I've heard, Anthony, you're gonna help me with part of this
Yeah. So come on up you can, you know, be the sample
alright. Yeah, I was watching this at home the last time and I
messed
d Jim and I said I bet I'm gonna get invited to the next meeting
So here I am. For those of you who don't know me, I'm Melinda. Lilly
I'm the senior director for Compensation Performance Management at
UNT System. Have been around for a while, probably
lots of different title iterations and pay plans that we've
been through with in our organizations.
And I'm very excited to be a part of this project and
d so we've heard this term very frequently of job architecture
What is it Sounds a little fancy. It sounds like something we may not be familiar with, but it's things that we do on a daily basis in human resources. Really it is your organizational design, it's your organizational structure. So we're looking at what is the hierarchy of jobs within a team, within a division and what makes sense what are the roles we need in order to accomplish. The work that we're set out for, so we take the services that were identified in these exercises and we put them into buckets. So we say, OK, this service goes here and this service goes here. We may have some overlap of services between areas, but then what are those job titles that go along with those services? What are the job descriptions that go along with those services? What's the market paying for those services? What can we pay for those services? So it is looking at all of those elements of a job.
Can have an organization and just putting it into a structure, something that makes sense and so it encompasses these things that I mentioned just a moment ago, but really talking to about the criteria for career movement. So we want to really focus in on our job descriptions what at are the skills needed for our jobs? Where are those competencies needed for our jobs and how can we work with our employees and our staff in order to give them the opportunities to grow those skills so that when there are opportunities for advancement. They're ready, They're prepared. They're in the right place for that. It also really facilitates HR, so it's not just something that we're doing for the department and for that team, it's something that helps us with our processes as well. It helps us to focus in on where do we need to put our attention, total rewards being able to go look
k out at compensation, look at benefits and see what are the packages that

t we need to offer in order to attract and retain folks, what

kind of training do we need to provide to people? Is it training

that we provide like management training?

Is it training we assist you with, perhaps facilitating when

it's skills based training. So really thinking about what are

Succession planning, We know we have a

workforce that some places have more

e people who are closer to retirement than others, and we need to be

thinking about who's gonna come in and fill those shoes and how can

we give them the right management

skill training? How can we make sure that they have those

capacities in place to be able to step up so that

we don't have any kind of breaking service? So why is it

important? It helps us with determining the value of

of jobs based on our business.

Needs. So what do we Christopher, you seen a squirrel
or something? I'm hearing like.

I won't even go into the story of when we had raccoons in the ceiling at

UNT, but hey, we did

Let's see what's going on up there. So really want to look at what are our business needs, what are our best practices for market.

We want to have a consistent methodology, we know

that consistency is so important to people whenever you're dealing with compensation. When

you're dealing with your salaries and making sure that you feel like it's a fair and equitable process. So having the

same process that we run things through, we've really focused a lot on

this last year with within HR to make sure

that the steps and the processes we're taking for

Denton's are the same as we're taking for Fort Worth as the same we're taking for Dallas. It's the same we're taking for system so

that we're looking at.
Items in the same way and being consistent.

And then we of course want to have these career paths that are logical, that are transparent, that people understand and so that's something that's going to be a big focus as a part of this architecture study.

So here are just some broad categories for when you're looking at a job architecture we'll be working through identifying what all of these different categories are, but this is just really an example document for you to see. What does this look like? So we start off at the job function and the job function can almost be a division if we think about how our businesses are organized, we have academics, we have finance, we have advancement, we have fundraising, we have IT so IT is a.

Big overall job function of our organization and it crosses multitudes within the organization
We have people who have IT functions be it small or be it comprehensive in their role.

We then want to look at job families and so job families are where we can group things together. It's almost like your own personal family. Everybody has the same last name, or maybe they do, they get together and they have meals together and share, share time together.

But here an example job family is IT security. So what are all of the different jobs that perhaps support IT security? It may not necessarily be enriches shop, it may be in some of the other areas that are across the organization.

We get into career paths, so the career paths are looking at how can I progress through the organization if I started an entry position if I start at mid level.
organization so that security operations team is the
e example of a career path group, but I'm
going to show another slide in a moment. It is not linear
r. It's really easy to get a linear mindset and I'm just going to
to use my own team as an example. Someone starts as a comp analyst.
Go to a Senior Comp Analyst, Comp Manager, Comp Director, but
they're gathering skills that maybe help them
to be able to deal with employee relations situations they've had to
o have difficult conversations, so those skills will help
translate them over into maybe being an HR business
partner, going into an HR manager, going into benefits, so
thinking about what are those skills that are comprehensive across
different areas that can help people progress within the organization
because we all know there's.
A limited number of positions, and so you get to a point
and you think, OK, well unless this person retires or
r wins the lottery or leaves, I don't have an
opportunity for growth. And so we want to be able to show where those other
opportunities for growth within the organization
job level, those are really just individual jobs. So we get the
data for that job, we get what are the expectations, what are
e the qualifications needed and we set it based on
ed on the responsibilities of the job. Again, have another slide.
That really talks about job titling and
job leveling, where we look at different aspects of
a job as to how we place it within a level
and then finally we get to the individual job title. So drill all
this way down, we finally get to alright, this is an
IT security analyst too. We need it to do XYZ
Z job duties. We need it to have a bachelor's degree in two
years experience. We needed to have these qualifications. So this
is just breaking it down to take away some of
the mystery of what we're talking about.
Whenever we discuss the word job architecture.

So this is the slide that I wanted to talk to you about career pathing just to give you some information and ideas about what we'll be looking for whenever we develop these paths. And so we've got somebody who starts off near, you know, let's say their entry or intermediate to our organization.

Thinking about what skills and abilities we grow in them or what opportunities we provide to them, so maybe they're involved with certain projects, certain teams they could perhaps go one of these two pathways they could go to o management pathway where they're starting to get into leadership serving as a team lead d, maybe serving as a team manager or they could go into the technical expert path where they really have a focus s on certain technology, certain skills, certain packages that they are the technical expert.

You see that? We've got a lot of crossing over that go there
We have people at that technical expert level that perhaps become a technical leader. So they have leadership over a particular team and they are providing that leadership for that area or they could even go into senior leadership, they've developed the skills within their particular area but also leadership skills that would take them into that senior leadership path and the same thing for management, it could cross over either way. So it's not again that linear path that I was talking about. There's this different.

Options that people can take along the way in order to support their career growth and opportunities.

This is our job, architecture, process and e are.

Kicking it off, I've got lovely spreadsheets for the leadership team, for them to look at and for us to start walking through this process, so we've talked about organizational design and the IT team has done a lot of work on
this already. They've talked about the services. This is what was covered. Just a moment ago. What are the services that we have to provide? Where are they best provided? Where is that location within the organization? With that, let's then take those services and bucket them into teams. Who are the teams that will provide those services? What? What is the general common theme between the work that has to happen in that team is it very focused? Where it may be focused on a very specialized area is it more general where maybe it's cross functional support and we've got to think about what are the services that are provided there and then within that team what kind of levels of work do we need we do we need senior leader, do we need a mid level leader? Do we need team leads? Do we need senior specialists? Do we need specialists? Do we need entry level?
Folks who this is a great opportunity for them to get in within
the organization. So looking at what are the levels
that we need in order to provide those services in the most effective way.
Job analysis, That's really the area we're moving into, so
we're looking at all of our job descriptions, which we have
a lot, and we're reviewing them to make sure they're
up to date, that they're accurate, that they contain the
components that we need within those job descriptions looking at the
higher education industry, we tend to
ver qualify sometimes. So we will look at what market is
requiring for positions and seeing if what we're requiring
g is really truly what may be.
Standard and industry, or if we're saying
for this position, it's gonna be a bachelor's in 10 years
and we're gonna start you at $38,000, probably not going
to get a whole lot of interest for that role. So we need to think
about that balance between what's real, what's expected in market and what we can attract candidates within our positions titling will be really important again been in here 28 years. We have titled people all sorts of titles, so looking at titles. Making sure they represent the work that folks are doing and making sure it's something that if we post that job, people know what we mean. It's not something that they have to go read further down than the description and say, hey, I know what this means or that we haven't.

Oversold the title. This is the Director of X, and really, they're a project leader perhaps. So we have to think about what is that titling and what's the scope? And again, I've got another information slide on in titles and qualifications as well
thinking our qualifications appropriate. Are they market realistic compensation? Everybody likes that slide compensation we are going to o be doing market comparisons. We are in the middle of a salary study. I'll l go through those steps. With you in just a moment, but we're benchmarking about 75% of our titles across the organization and just a little hint or I guess an aside probably for IT, it's probably 85 to 90% of the titles that I'm going to be market market matching for IT. We know this project is so important and so critical we want to make sure that we're getting very comprehensive information there. If it is found, which I would anticipate based on the way the world has changed since Covid, I would expect that our pay grades would adjust. It may
not be that someone who's a grade 10 is not still a grade 10, but it may be that grade 10 ships up and so our midpoint for A grade 10 may shift and I'm going to throw a number out from 50,000 to 55,000 based on what's changed in market and nd so with that then we'll have to have discussion with leadership as to how do we apply, what resources do we have available. But it also then gives us more room for individuals that maybe are highly skilled and bring in a bigger skill set that we've got more room for them that they can have we opportunity for a higher salary within that pay grade nd then we'll be doing placement and grade that again will be e reliant on resources. So looking at where the e grades fall, then we'll look at individual skills, we'll look at their competencies, we'll look at their time within the organization, their performance and nd make recommendations on where.
They might fall within that pay grade.

Career development We don't wanna forget this is probably a longer term goal. I know these first three items were really gonna focus on hitting within this time frame that Juan has identified, But career development We are going to lay the groundwork while we're doing these first three steps to make sure that we're ready for that so some of the resources that we have available have competencies that are already laid out for us, so we'll document those, bring them in, we'll get the appropriate folks to verify them and make sure they're appropriate.

We will build out those career families so that you'll see OK, here's my family, here's my path, here's what I can do in order to grow.

We are really starting to focus in on skills assessment and succession planning, so I know Jim shared at our last meeting that we're going to be going forward with.
page up as our new HTS and performance management program. It does have a succession planning component as well, so utilizing that succession planning tool will do analysis of where folks are falling within that and develop out talent development plans for them. So that you can say here's where I am here's where I want to be, what's that gap? And how do we close it? How do we fill this gap? How do we move someone forward and have a designated plan That's not just something we talk about a performance review time, but something with actionable steps that we can move folks forward and then overall I governance is going to be important and I know that you all have talked a lot about just IT governance in general thinking about how are we going to to do certain things, how are we going to manage transactions, how are we going to manage security, how are we gonna manage purchase of
f new equipment, but.

00:43:37.894 --> 00:43:41.054
HR needs governance as well, and we have to

00:43:41.054 --> 00:43:43.784
think about when we create a new title.

00:43:44.454 --> 00:43:48.204
Let's think about that new title. Who needs to be involved in that

00:43:48.204 --> 00:43:51.354
approval process when we're creating new positions or

00:43:51.354 --> 00:43:54.564
position becomes vacant. Thinking about is the replacement of

00:43:54.564 --> 00:43:57.704
that position in the right place or do we

00:43:57.704 --> 00:44:01.054
have an opportunity to perhaps

00:44:01.054 --> 00:44:04.434
either adjust folks salaries, do we have an opportunity to reclassify

00:44:04.434 --> 00:44:08.324
this job and be able to get maybe a skill or a duty that

00:44:08.324 --> 00:44:12.104
we're not able to perform but you know thinking about

00:44:12.104 --> 00:44:15.414
ut those job descriptions also making sure they're reviewed, making sure

00:44:15.414 --> 00:44:16.644
e they're kept up to date.

00:44:16.864 --> 00:44:21.284
We don't want stuff that refer refers back to

00:44:21.284 --> 00:44:24.404
an HR. Maybe a U PO31 if you want.

00:44:26.394 --> 00:44:30.014
So, keeping things up-to-date, taking out

00:44:30.014 --> 00:44:33.704
references to fax machines, maybe some of those things, and just
keeping

00:44:33.704 --> 00:44:36.814
it fair, but also compensation

00:44:36.814 --> 00:44:40.204
compensation is a governance item as well and how are we going to

00:44:40.204 --> 00:44:43.364
manage that compensation across our institutions when

00:44:43.364 --> 00:44:46.724
we have these shared bodies of

00:44:46.724 --> 00:44:49.744
employees? We're in that same boat in HR we support

00:44:49.744 --> 00:44:53.194
rt all four institutions. How do we manage compensation

00:44:53.194 --> 00:44:56.654
for those areas? I don't have the answer for that today, but it's

00:44:56.654 --> 00:44:58.164
definitely something that is on our radar.

00:44:58.234 --> 00:45:01.314
Something that we're thinking about that we're considering and

00:45:01.314 --> 00:45:04.744
d we'll make recommendations on how we can best approach that for

00:45:04.744 --> 00:45:06.674
a more shared organization.

00:45:10.714 --> 00:45:13.794
Alright, so I talked a little bit about this. About what

00:45:13.794 --> 00:45:17.254
would we take into consideration whenever job titles

00:45:17.254 --> 00:45:20.064
es and these are really those key elements that are considered.

00:45:20.964 --> 00:45:24.414
We know that we have some job title creep

00:45:24.414 --> 00:45:27.504
within our organization, if you've been
here for a while, that one way to be able to get somebody more money is to reclassify and while we are expected that the reclassified job does show that the individual has expanded their responsibilities. Probably a movement within pay grade might have been just as beneficial to that person. So we want to think about titling and making sure that the titles reflect the work that the individual is performing and the level of work that the individual is performing we want to provide those opportunities that if a person maybe is taking on more work within their particular job, then instead of a reclassification we perhaps move them within their pay grade instead of doing that reclassification. So things that we'll take into consideration. Entitling is that span of control what is the number of teams that this position supports
UM, what are the number of functions that this position may support

What are the variety of skills that this position may support

Is it doing it for an individual campus or

r an individual department? Or is it doing it for maybe a broader scope

of a campus or even system wide? So thinking about the span of control of

a position, the level of complexity

how much detail, how much knowledge, how much skill

s this position?

Have to have in order to perform effectively so that

t will really determine is this a senior level position? Is it a mid

d level, entry level position? Level of

visibility? How much work does this position have to have with

internal and external stakeholders? What kind of

f conversations, what kind of negotiations may this position be

having to hold? So that is something that will be important to

think about level of risk, so we know that
there are certain positions that if there is failure.

That it is critical and can shut down significant systems for our organizations.

There's also those who do u do their job every day and that's important, but we want to be able to recognize that there are some positions that have an elevated level of

and with those likely a higher level of compensation. You think about the football coach a little bit of level of risk there. So that's why we have that position

And then finally and most importantly, I might have put this at the top, but this is from our friends at Deloitte. What's the market data show? What are our competitors doing and making sure that we're looking at the correct competitors the world has shifted, especially during my time that I've been
in compensation. Once upon a time we could go look and see what's UTI? Well, I'm not going to use them because that's bad examples UTSA, UTD we used to you know know, beat them all over the place, but that's a little bit different. Now, but we would look and see what are the competitors in our local higher education market paying for our jobs. We know now especially with information technology, this is a population that could find job opportunities in any organization. It could be remote, it could be hybrid, it could be in a face to face situation. So we have to make sure that we're being appropriate at those job markets that we're looking at and that also that we are really making sure we're matching appropriately. So one of the parts of the exercises that we'll be working on is doing job matching and making sure that based on the responsibilities of the position, we are matching it to titles
that have similar responsibilities out in the market.

Right, I think this may be my final slide. This is what we're working on. So this is the other project while I'm spending a tremendous amount of time with my IT colleagues and working with you on this project, this is something that is spanning systemwide that we're working on presently. About three years ago, we partnered with Siegel and we did a comprehensive salary study and came back with results of where we placed within the market.

As you recall, it was 2020 and 2020 was a odd year. We'll just say that we weren't sure what was going to happen if we were going to stay in business, what was, what was going to happen in 2020. So there was
a conservative application of the
pay structure and we applied
what was responsible at that time from a fiscal standpoint
and it is a discounted pay structure, so.
Complete Transparency. It's a 10% discounted pay structure
so our midpoints are 10% below what market was at that point
in time. We are hoping that we will be
able to recommend and implement a true market
based pay structure where midpoints will be reflective
of market. Now it may be that we are not as close to midpoint as we
are now, but we would at least know we'd have the information we
e have the responsible, we'd have that data there for us
make data informed decisions on if I'm hiring.
Job. This is what this person may be getting as an offer from
another organization and I need to look at my budget I
I need to look at my resources, I need to look and see how this
supports
our organization, but at least having that information would be
supportive of

you being able to make better decisions. So these are the steps that

we're taking, some of the things we've already completed

we are using Koopa, which is a higher education salary survey. It's kind of our standard that we've used for years. It helps to

elsps to keep us a baseline of what our other higher education organizations.

OK, but with that we've also added in comp analyst. So comp analyst is a national survey source, so we

look both nationally, we also look regionally, we look at DFW market

and see what are similar positions paying within DFW

and then Mercer is also another national

survey survey source, Mercer has some
great discipline based data that

we can break down into certain service sectors for

the Health Science Center for example, we can really get into some.

Clinical and medical data that is not as
easily discernible for some of our other organizations and

for some areas we are using some specific data, so

I have examples for specialized fields, athletics we want to

go look at conference data. What are our conference competitors
paying folks

for police. We want to look at what are local municipalities paying
their police

departments, so where there is specialized information

in the area, we're pulling that and also considering that in

t decision making process.

So we've done that. We've pulled that information together

We have selected our benchmark titles. We have about

900 benchmark titles that we're looking at for the whole organization
and

we really focused in on three things, what are our most highly
utilized
d titles? So custodians, people who work in dining services,
administrative support

IT, support financial

l aid, admissions, recruitment, those things that we know we have a
lot of
f folks in those bodies we also then looked at

t making sure that we had a variety of levels within a

job family.

And so taking admissions we

e have entry level folks who maybe are helping out with

admissions work. We have people who are perhaps going out

and doing recruiting. We have mid level management we have

e the management, we have maybe some of the technical support people in

that team. So making sure that we have various levels that we

can use those to benchmark other individuals within the group and

d then we met with a large number of leaders and talked to

them about their recruitment and retention concerns, where are they

the most worried about?

Losing their staff. And so we focused

in on certain positions to make sure that we will go out

and benchmark those titles as well.
So we are at the point of doing market matching. So if you see a comp person, I told the HR team to give them a hug, but you can just give them a high five or something. They need support. Right now they are doing a lot of work, so we're doing the market match data right now. We have also made a commitment that if we struggle on doing this, we will reach back out to the subject matter expert and say we're having difficulty in making this match please work, work with us to make sure we're identifying this correctly and accurately we'll then work through an area of market analysis and this is where we may be reaching out to some of you especially like Rajesh and working through some of that linear modeling looking at regression analysis. Making sure that we can look at it from a statistical point and say here's what a healthy pay structure looks like for our organization, for our titles with
th that, we'll then make recommendations to leadership. Here's what we found

00:54:15.094 --> 00:54:18.454
Here's how far we are off or man, we're

00:54:18.454 --> 00:54:20.534
paying right at market. This is the greatest thing ever.

00:54:21.824 --> 00:54:24.944
Let's see. Anyway we will be

00:54:24.944 --> 00:54:28.114
working with leadership. We'll provide that information for them

00:54:28.114 --> 00:54:31.654
to make decisions that this will be in time for them to have the

00:54:31.654 --> 00:54:35.154
information and planning for budget so that we can have that planned out

00:54:35.154 --> 00:54:38.394
for budget exercises. The anticipation is

00:54:38.394 --> 00:54:41.404
that the decision making and budget decisions to be made in spring of

00:54:41.404 --> 00:54:44.694
24 with a implementation

00:54:44.694 --> 00:54:48.504
of new pay structure or changes in September of 20

00:54:48.504 --> 00:54:51.614
What this doesn't mean is that we're not doing other work

00:54:51.614 --> 00:54:53.094
in between that time.

00:54:53.194 --> 00:54:56.254
So if we do have areas that we have need to

00:54:56.254 --> 00:54:59.834
o have a focus if we find information

00:54:59.834 --> 00:55:03.104
with the IT study and there were resources in order to do

00:55:03.104 --> 00:55:06.564
something sooner, that's a possibility. This is just the overall.

Calendar for what we anticipate for this program.

I think that is.

My presentation, perfect. Thank you. Right.

Anthony, you sure?

Alright, we'll get into the final stretch here. Just want to quickly cover some next steps so.

Really. Going back to?

Our timeline.

We're really obviously now getting into the organizational design, operating models, conversation etcetera now that the service delivery matrix exercise and that process is complete. So we're definitely going to be focusing on that. Let me go back to the next steps we are awaiting the overall.

detailed findings and most importantly
recommendations from Deloitte, we definitely felt like we wanted to leverage their expertise in the areas that we covered earlier between again academic technology data analytics and research computing.

That just to make sure that we understand operation models out there that have worked at that we can look to implement within our enterprise.

As we move forward, we're also going to sort of in, I know early three months ago, I said we cast a very wide net as we started this journey and we knew certainly not everything was going to be not all these groups and resources that we started to consider er would ultimately be part of the enterprise IT organization that we're assembling. So we'll look at that and
make sure that there's technology teams that

t need to remain embedded within the business.

Units or what I called adjacent groups

you so what we would call shadow IT, we know that there's

s a specific role for certain areas and certain groups that are

very specific. So what we'll look at that and make sure that we

we've reached the conclusion on those on

those areas one of the things definitely as

as we move forward, we know we need to make sure that we're tightly

integrated and there's

oversight and there's collaboration and there's awareness of

pening in those areas. So it's not so siloed.

And then also things like job titles, if they're

if they're truly performing an IT job function

n that they're using the this job architecture

this job catalog that we're going to be putting together.

That's the next piece a lot of

f work here in the next few months on
the job architecture you got a good overview of what that process entails. It's time consuming to go through that, but a critical, critical component to make sure that we're sort of dusting off our organizations, looking at our roles, make sure that we have current titles, that we have accurate descriptions and that we can therefore do the right compensation studies and analysis.

And then on the financial modeling and the approach moving forward, this is really I think more than anything a conversation with you NT right just given how all the operating costs for people and hardware software, technology are embedded within the schools and colleges what makes sense to do moving forward, right, a lot of that is already centered or centralized at HSC in Dallas
s in system of course, but.

00:58:50.474 --> 00:58:54.154
You know what would make sense to set

00:58:54.154 --> 00:58:54.244
up?

00:58:55.154 --> 00:58:58.304
At UNT so that we have campus level.

00:59:00.434 --> 00:59:04.464
Cost center that can hopefully how someone that can potentially house

00:59:04.464 --> 00:59:07.784
ome of these costs from a people perspective from a

00:59:07.784 --> 00:59:09.784
m a technology delivery perspective.

00:59:10.544 --> 00:59:14.634
So that's really the next few tangible steps

00:59:14.634 --> 00:59:19.584
again all kind of in line with that timeline that I shared reminder

00:59:19.584 --> 00:59:23.694
our are just our kind of our next town halls again we

00:59:23.694 --> 00:59:25.114
t to get back into the four week.

00:59:26.594 --> 00:59:30.934
Town Hall Tuesday cadence, So the next one will be

00:59:30.934 --> 00:59:34.774
mid November. We'll be back up at UNT

00:59:34.774 --> 00:59:38.234
Denton and then the last one for this calendar

00:59:38.234 --> 00:59:41.424
year will be the AT

00:59:41.424 --> 00:59:44.454
e AT either they call it Woodhill or BC that's where

00:59:44.454 --> 00:59:47.464
system HR IT
IT and in our procurement teams are housed, so just south of the campus. So we'll be there before the end of the year. So with that I think we're at.

Little, little early, that's OK. And I didn't think it was going to take us that long and I think we're ready for Q&A. So we'll open it up and I'll invite Anthony to make sure that he's up here for to help me with some of these questions. So.

We did get several questions and the first one is from Ryan. What is the plan to address core infrastructure failures? How can we ensure there's transparency and accountability for these core services?

Where's? Where did Christopher go? Oh, there he is. He's staying back. No, I think. Let me just say a couple things and I'm gonna let him chime in here as well. I think we've been talking. I think the
question was around transparency, accountability. I think we've been very transparent and we've made the decisions that we needed to make. Definitely the, you know, the data migration to, you know, from a shared drive perspective as we layer it in the hammer. Based technology has been very, very impactful and we've communicated that. We've escalated that with the vendor we e have done our very best to pivot and transition away from them as quickly as we can, so I think we have been transparent and open and honest about it. We have not ultimately the product the technology crater under the volume of concurrent usage and data that was thrown at it that that's truly, truly what happened as much as igence as we did, as much as planning as we did.
It ultimately didn't work right, so we needed to come up with the Plan B and so I think we've been executing to that, but to unfortunately it's you know the way that the platform works. I'm just probably going way into the deep into the weeds on this particular one, but I know it's top of mind but I think we've been transparent along that when we had a certainly an issue at UNT with the College of Music, we also Christopher and I and James were there, we were sitting down in front of the in front of the entire college highlighting what happened and how we got to the point in doing our very best to retrieve everything that we possibly we could. So I think we are doing that, but certainly if there's more questions or concerns that folks have happy to take. But Christopher I don't if you want anything to this to the hammer space item, I mean the only thing that I would add is.
That I do feel, and even I

01:02:48.534 --> 01:02:52.864
think Abraham and I have had some discussions. Abraham. John

01:02:52.864 --> 01:02:56.094
and having discussions about how during let's say

01:02:56.094 --> 01:02:59.454
y the hammer space migration, he's like the simple fact

01:02:59.454 --> 01:03:03.384
that we were able to come and talk with you all

01:03:03.384 --> 01:03:06.614
and we got together collaboratively

01:03:06.614 --> 01:03:10.204
to discuss, hey, this is a real pain point, this solution isn't going
to work

01:03:10.204 --> 01:03:13.564
k. It wasn't like I was like, hey, that's sorry

01:03:13.564 --> 01:03:15.994
this is what we purchased and we're going to make it work.

01:03:16.094 --> 01:03:19.244
It was alright. Let's pivot and let's find

01:03:19.244 --> 01:03:22.724
an alternate plan and another solution that will work to meet

01:03:22.724 --> 01:03:26.424
the university's needs. And I will say that you know, looking

01:03:26.424 --> 01:03:29.864
g back in hindsight is always 2020 we met

01:03:29.864 --> 01:03:33.394
t with other universities. I met with A and M they had Hammer space. They're like, oh yeah, we

01:03:33.394 --> 01:03:37.134
love it. They weren't using it anywhere near the capacity that

01:03:37.134 --> 01:03:41.024
we are. In fact, there's no one in the world using hammer space

01:03:41.024 --> 01:03:44.524
to the capacity that we are. I didn't know that AS

01:03:44.524 --> 01:03:46.094
as far as there's a lot of universe.

01:03:47.304 --> 01:03:51.344
Usage data wise, there's capacity

01:03:51.344 --> 01:03:54.534
more than ours. There is not the number of concurrent connections those

01:03:54.534 --> 01:03:57.904
e are little things that just nobody told

01:03:57.904 --> 01:04:01.384
me that, nobody told us that and things like that, but as far as kind of

01:04:01.384 --> 01:04:04.804
the question around infrastructure

01:04:04.804 --> 01:04:07.964
and transparency, I don't think you'll find somebody that

01:04:07.964 --> 01:04:11.334
is more transparent than I am, because I do

01:04:11.334 --> 01:04:14.464
not find that I have all the answers what I like to

01:04:14.464 --> 01:04:17.634
do is collaborate to come to the best decision

01:04:17.634 --> 01:04:18.274
as a team.

01:04:18.414 --> 01:04:22.044
And if there's ever a situation where somebody's like, why wasn't involved or I

01:04:22.044 --> 01:04:25.404
didn't understand or I didn't get asked

01:04:25.404 --> 01:04:28.904
and I'm I will be the first to apologize. But I will also

01:04:28.904 --> 01:04:32.194
be the first to say let's figure out how we do this
s better going forward and if it's six months or a year
r down the road and we're looking back and we're like, hey, we could have done
this better, that's how we get better as a team and so
o as far as transparency goes when it comes to infrastructure
if there's ideas, if there's people that are attending conferences and they see
ew solutions, Michael Baggett and I've been emailing.
Looking forth about Azure and things like
that, I'm totally open to those kind of things. So I
hope that answers. I think it was Brian's question, but
if not, feel free to email me and I will
elaborate further.
Thanks Sir.

Thank you. This next question is regarding staffing
What is the plan for business continuity? How will we ensure
there is redundancy in place for uninterrupted
business operations in adequate staffing levels as team members depart?
I mean, I think as we start

the conversations with that Melinda and her team

m are helping us go through, that's part

of the conversation that takes place right in terms

ms of what is from a service, delivery perspective, service

vels, what is the current capacity and

we're So that is going to be part of the conversations as we move forward. I think definitely there's we know that

t there's single points of failure for.

Different areas out there, so I think it's important

to understand what those are and put plans of actions in place, but I think

that is part of the conversations as we get into the job

architecture phase that we also

surface. So don't have an answer what that looks like yet, but I

think obviously first, first step will be clearly

identifying and documenting those and putting a plan of
of action as we move forward along with the compensation steps that we'll take.

Thank you. And just a reminder for those that have midterms this

This next question is from Justin. Will the data gathered

from the job architecture, process and skill assessments be

made available to employees?

One they want to take that though.

I would say the short answer is yes, one

of the most important things that will come out of this

will be job descriptions. Job descriptions now are

accessible to all of our employees. You can see the job

descriptions for any of our titles within the organization you

u can see your own personal position description within our people
admin system. So

that will obviously be transparent.

Changes to titles if there are changes to titles made

e, those will be communicated out to individuals. They'll
be communicated to their supervisor so that they are given

that information.

I can't think of individual areas that may

or may not be transparent or

released. There may be some specific personal information about

individual salaries that we of course wouldn't share except with

that person. So the things that need to be maintained as

confidential, we will be very willing to have one on one conversations

with folks. But the overall structure and organizational

design and development will be completely open and we'll just

need to make sure that we can put that into a place and format that.

Folks can access.

Perfect. Thank you.

Thank you. This next question comes

from Denton. What is the desired future state for specialized class labs

that are currently managed by the academic units and


academic affairs? How will we ensure national accreditation standards are being met?

Take that one, James.

So I was gonna just get Anthony up here to answer that one for us.

I think the.

The easy answer to a relatively complicated question is that it starts from know, from accreditation standpoint. It starts with discussions.

With the deans and the business units and making sure that we're actually meeting standards, it starts and ends with that, right? So there's not going to be no matter what we do, no matter how we configure ourselves, no matter what the support looks like, there's not gonna be a deviation from meeting our accreditation standards. Those guide know, guide us in everything that we do, whether that's anything down to labs to anything, to the registrar's office and financial aid. So I
would say that.

That's a good question. It is not an area of concern for me that we would move away from that and any of these structured conversations that we're having would alter that. So for the easy answer is that's nothing to be concerned with, will continue to have ongoing discussions about what the individual business needs are for each campus and when it comes down to specialized labs, what those specialized lab needs are and then following that through to what are the accreditation requirements. In those specialized labs and making sure that we're compliant. So that will not change no matter what the service catalog looks like.

Thank you. This next question is 2 parts the 1st question is, can IT staff expect to be provided with centralized resources and continuing education for developing.
our technical and leadership skills so that we can continue to follow the established succession plans?

So think questions around training and training opportunities and resources, Yes, absolutely. I mean I think. Obviously, we have to look at. I can just speak from the system IT perspective we've invested very heavily and training and conferences that we put on hold for a number of years. I don't have the numbers but it's we we've definitely made a purpose made a concerted effort to send folks that needed to go to whether it's people self related or highland for document management. The different conferences that are relevant to security et cetera. So we we've we've we've invested in that. We've also I know through Christopher's
suggestion for example invested in an online learning platform that is incredibly rich and robust in terms of classes that it offers and we've seen it's seed based. So I don't know what the seed count is so but we can definitely y 65, we can always of course look to expand that but that's a. That's another mechanism that's available to our employees. And we've seen people that don't use it ever to people that actually go down the Azure certification track, right. So a lot of that also will depend on the employee as well to make sure that they're taking the initiative, taking advantage of those resources. But certainly we will make a concerted effort to identify those platforms or training opportunities to support that for sure, yes. Perfect. The second part is do you think this gives other
UTI UNT IT staff members advantages

and following the succession plan and if so how do you

u plan on addressing this?

If given the I'm sorry the repeat

the question. Do you think this gives other

UNT IT staff members advantages and

following their succession plan and if so, how do you plan on addressing it?

I think to me and then we just want to make sure that

we're investing in our employees to continue to develop and

d advance their skills.

I'm not sure I understand why the advantage question aspect of

the question, but I mean to me that's the most important

piece is just to make sure that we're investing in our resources to

train and further develop their skill set and the areas

that are core to their operation, but also areas of interest, right and

do things like an online learning platform helps provide
hat. So that's what comes to mind.

Yeah.

Yeah. Thank you.

This next question is related to the job architecture again. Will there be room in this new job architecture and organizational structure to allow for differences in specialized needs from one campus to another?

I think the short answer is yes, absolutely we'll take a look at that. I think the one thing we want to make sure is that the job requirements that the title reflects that we're consistent and we know that there's going to be some again, back to the scope of. Of the scope of the position. So yes, I think it will definitely factor into that.
whether it's from a technology specific item or from a specialized skill set that may be needed, absolutely that will factor into it.

This next question I think is for you, Melinda. How will we ensure that changes to the IT job descriptions don't negatively impact resource managers? Who o depend on exempt employee resource status?

It's a very specific one. Alright, well, there's so much packed into that question we have to comply with federal guidelines when it comes to exemption status and I'm not sure probably none of you look at this like I do, but the Department of Labor is proposing some changes to exemption status. It is going to be a salary threshold change that we may perhaps have to meet. This is something that came about.
they said we were going to need to move up to a certain level that
then got caught up in the courts and didn't
Didn't happen. But there is now another proposal that folks would
have to make a certain salary in order to be exempt. We will
have to follow that first. So that's number
one. And with that we'll have to consider what resources we
have available if we need to say a position needs to be
e bumped up to meet that salary threshold or if it will we
will just have to say this is going to be a non exempt role.
And folks will have to accrue comp time
be paid out for comp time as needed so.
We will always be looking at the responsibilities
of the job, the expectations of the job
whether it meets any of those standards that allow us to
exempt the position, that will be critical because
we do have this federal guidelines that we have to comply with, but
This is on our radar and we'll definitely be having more discussions as this DOL recommendation comes into light and it will be communicated with campus as appropriate.

To clarify, that's not specific to it, but the entire enterprise, correct? It is specific to the entire United States.

Not just you, not just it. Good to know we are in compliance with all state and federal laws. That's what we're here for.

Thank you.

Will the Deloitte findings and recommendations be shared with us?

I think the things that are relevant, absolutely. I think we'll you in we're waiting to
understand kind of what their proposed approach to some of

the challenges and as we move forward. So I think you'll see some

of that reflected in our next conversations as we get into

November, December, we'll definitely share that

the initial observations by the way I've passed them along to the

leadership team

here. So we'll start

getting that data.

Here shortly.

That concludes the online submitted questions. Do we

have any in the room?

Nobody has a question for Anthony.

Everybody's given Anthony a hard time.

You wrap up. All right. Perfect. Well, thank you again for

your time. I know we give you back 15 minutes or 20

minutes again. We'll try to get, try to get back into a four

week cycle as again as we get into November and December
we'll get into more specifics around the organizational
ad design, the structure and those proposed realignments as we
wrap up the conversations with Deloitte. So thank you for
your time and hopefully this is useful and we'll post
t these slides online.
For you guys to review and the recording will be available. So appreciate.