OFFICE OF THE DEAN OF FACULTIES

November 16th, 2015

MEMORANDUM

TO: Academic Affairs Climate and Diversity Committee (AACDC)

FROM: Mario Rojo del Busto, Chair of the Recruitment and Retention Subcommittee

RE: Report on Promotions and Career Ladders

The Subcommittee was tasked with looking into the AACDC Equity matrix dimensions and in particular, the advancement and promotion access for the Historical Underrepresented Groups.

The questioned posed by the matrix that the subcommittee had to explore is as follows:

"Are there any gaps in use of existing career ladders/paths that leave employees form historically underrepresented groups with fewer opportunities for advancement?"

I. Preliminary Work

(A) Audit Sampling
Due to the large amount of units comprising the Division of Academic Affairs the subcommittee established that a random sampling of offices was necessary. In this regard, we requested from Data and Research Services that they provide us with a random sampling of units in which to focus our research and finds.

Data and Research Services provided the following list of units representing a 25% adloc sample within the Division of Academic Affairs:

- Vp & Assoc Provost For Instl Diversity
- Aa Central Business Services
- Provost And Exec Vice President
- Scholarships And Financial Aid
- General Academic Programs
- Institute For Pacific Asia
- Office of Graduate Studies
- Academic Affairs Business Services
- Director - Office of Graduate Studies
- Office of Institutional Assessment
- Office of Institutional Studies and Planning
OFFICE OF THE DEAN OF FACULTIES

(B) Planning Steps
With the sampling of units identified, the subcommittee took the following steps:

- Researched the existence or not of career ladders in the sampling
- Queried to obtain a report with the number of employees and titles promoted/reclassified per each unit sampled for each of the last five years (2009-2013) in accordance to the following parameters:
  - Promotions by gender per fiscal year per unit sampled
  - Promotions by ethnicity per fiscal year per unit sampled
  - Promotions by age per fiscal year per unit sampled

II. Findings

(A) Career Ladders/Paths
Human Resources informed the subcommittee that some departments may utilize more than one career ladder, and some departments may not utilize a career ladder model if, for example, the office reports to high-level administrators.

As a point of reference, Human Resources provided the subcommittee with the link to the official career ladders: http://employees.tamu.edu/compensation/career-ladders/.

The subcommittee researched the different websites of the sampled units. The findings are as follows:

1. Office of Vice President & Associate Provost for Diversity. - This office has an organizational chart and utilizes the official career ladder path established by Compensation and Classification for office and administrative support: http://employees.tamu.edu/compensation/career-ladders/office-administrative/

2. Academic Affairs Central Business Services. – AABS has an organizational chart and employs the official career ladder path established by Compensation and Classification for business: http://employees.tamu.edu/compensation/career-ladders/business/

3. Provost and Executive Vice President. - This office has an organizational chart but does not utilize an official career ladder.

4. Scholarship and Financial Aid. – An organizational chart is in place and utilizes the official career ladder path established by Compensation and Classification for scholarship and financial aid: http://employees.tamu.edu/compensation/career-ladders/scholarships-financial-aid/
OFFICE OF THE DEAN OF FACULTIES

5. Transition Academic Programs (former General Academic Programs). - This office falls under Undergraduate Studies and does not appear to have an organizational chart per se. There is, however, a listing of the staff and their titles which could serve as an indication of the levels of positions within the unit. Nonetheless, the unit does employ two of the official career ladder paths established by Compensation and Classification for academic advisors and office and administrative support: http://employees.tamu.edu/compensation/career-ladders/academic-advisor/ and http://employees.tamu.edu/compensation/career-ladders/office-administrative/

6. Office of Graduate Studies. - The OGS possesses a specific internal career ladder for their "graduate student specialists" which encompasses up to 4 levels (1 through 4). In addition, they do show an organizational chart divided by teams that conform the entirety of the OGS.

7. Office of Institutional Assessment. – This offices does not have a career ladder per se. It does use series of titles within the office that comprise its own internal ladder.

8. Data and Research Services (formerly Office of Institutional Studies and Planning). - There is no specific official career ladder for this office. The offices does possess a variety of titles/positions that conform its own internal ladder.

(B) Promotions
For the purposes of this sampling, "promotions" are those in which the employee joined the department from other administrative locations.

As indicated we looked at promotions that have occurred in the span of 5 years (2009-2013) with in the sampled units. Attached to this memorandum is a copy of the graphs with detailed information on promotions based on ethnicity, gender and race.

The total amount of employees and promotions per year from the sampled units is as follows:

<table>
<thead>
<tr>
<th>YEAR</th>
<th>NUMBER EMPLOYEES</th>
<th>PROMOTIONS TOTAL</th>
<th>ETHNICITY EXCEPT WHITES</th>
<th>GENDER FEMALES</th>
<th>GENDER MALES</th>
<th>AGE OVER 40</th>
<th>AGE UNDER 40</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>107</td>
<td>5</td>
<td>1</td>
<td>5</td>
<td>0</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>2010</td>
<td>193</td>
<td>3</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>2011</td>
<td>207</td>
<td>7</td>
<td>3</td>
<td>6</td>
<td>1</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>2012</td>
<td>170</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>2013</td>
<td>120</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

Some of the units sampled have experienced no promotion during the five years sampled. There is only one office that did not promote in the 5 year period, possibly due to its small size.
OFFICE OF THE DEAN OF FACULTIES

Overall, more Whites were promoted than other ethnicities. However, it is important to note that Whites form the larger percentile of population within the units sampled.

More females were promoted than males. Again, females conform the majority of the population in the sampled units.

Finally, more employees over 40 years of age were promoted than those under 40 years of age. Overall, there is a larger population of employees over 40 years of age in the sampled units.

III. Conclusions

All of the sampled offices possess a career ladder and or internal title path to promotion. Therefore in theory, employees within those units are potentially able to be promoted.

Promotions, however, respond to a variety of detailed factors that the subcommittee was unable to attain by means of this sampling. Some of these factors include, but are not limited to, the following:

- Availability of open positions for promotion (resignation, retirement, termination)
- Potential for new responsibilities within in the area of intended responsibilities
- Growth of the offices into new areas
- Specific performance of employees

The subcommittee abstained from following the recommendation found in the comment section of the AACDC Equity matrix dimensions. In particular, this recommendation indicated:

"... Identify employees and track them as they move through the ladder/path outside the division, elsewhere on campus"

The subcommittee did not understand the value of tracking the career history of employees that had left the division. This would not help the division but for the fact of learning that some of these employees may have sought better opportunities elsewhere in the university due to:

- Career growth
- Higher salary
- Change of work environment
- Job security
- Job flexibility

Nonetheless, these factors as well as other possible reasons are difficult to identify in the type of sampling conducted. Moreover, while the subcommittee could have tracked the UINs of these employees the fact of the matter is that it would have been difficult to draw conclusions. More of an in-depth approach could result in a potential for personal identification of these individuals.
IV. Recommendations

While the findings may appear to indicate that there is no demonstrable problem in the division, perceptions reported in the climate survey findings express a different view. In this regard, the climate survey findings indicated with respect to advancement and promotion the following:

“Members of historically underrepresented groups were more likely to perceive that they have encountered barriers for advancement or promotion than respondents who were not members of this group as 39.5% of these respondents who were aware of advancement or promotion opportunities reported encountering barriers for advancement or promotion. In comparison, 16.7% of respondents who did not identify themselves as members of historically underrepresented and who were aware of these opportunities reported encountering barriers for advancement or promotion. This is a new item in the 2014 survey, included as part of the Division’s exploration of equity.”

Based on the above, the following recommendations are made:

1. AABS and AACDC should monitor potential red flags that may indicate a need to investigate more deeply data related to career ladders and promotions:
   - The report indicates that offices sampled have experienced sporadic promotions during the 5 years sampled. While there may be logical reasons for few or no promotions to exist, these and other units who have had no promotions for five consecutive years or more should be examined annually to determine whether there is an equity issue that needs to be addressed. AABS can monitor this and report to AACDC annually.
   - Currently, Whites, females and employees over age 40 are most frequently promoted and this is strongly linked to the data showing these are the predominant populations. However, AABS should monitor these data to determine whether there is proportionality of promotions occurring within ethnicity, gender, and age groups. This information can be reported to AACDC annually.
   - Climate survey findings may suggest that perception of barriers to advancement and promotion exist even if findings for an in-depth review of advancement and promotion data do not support this perception. As already noted, the 2014 Climate Survey indicates that this red flag exists; therefore, additional recommendations to address this follow.

2. With the help of AABS, staff and supervisors should be made aware of career ladders within the division as well as the responsibilities of both employees, the supervisor, and the organization in terms of “opportunities for advancement or promotion” using these career ladders.

3. Open positions within the Division of Academic Affairs should be communicated to all staff members within the Division of Academic Affairs.

4. AABS should conduct electronic exit surveys of employees to track and learn the reasons employees may have decided to leave the unit. Data collected from these
OFFICE OF THE DEAN OF FACULTIES

surveys should be shared periodically with leadership and supervisors. AABS and AACDC can work together to create the exit survey.

5. Supervisors should explore other avenues to provide monetary or administrative incentives to employees that cannot be promoted. One time merit increases, administrative leave with pay and flexible work schedules are sample incentives that should be utilized for retention purposes of staff. The former are not limited to being awarded only one time a year.

6. Human Resources is working to revise career ladders. The potential of working titles should be explored by supervisors. Working titles, while not official titles per se, are useful to incentivize staff members that may be taking a leader role in projects, teamwork, or overall working process within the unit.

7. Supervisor should consider the potential for equity adjustments when possible.

8. AACDC should develop a supervisor survey related to constraints they face in using existing career ladders.