

## Extension Administrative Transition – Hybrid Model

### Updated Frequently Asked Questions

#### Area Structure and Number of Areas

1. **Why did the number of areas change?** It was a budget driven decision to shift from the planned 28 areas to 24 areas. This required changing the county groupings and number of counties per grouping.
2. **What thought was given to going back to the old 14 areas?** It was considered, but the funds are not available at this time to fund 14 AEDs. The 24-area model has been designed to meet our current and projected budget realities and to give us the flexibility to grow the number of AEDs from 12 to 24 over time.
3. **With hiring 12 AEDs, will each start with two areas and then give up one when additional AEDs are hired?** Yes, each AED will have supervision of two areas initially. Additional AEDs will be hired as budget allows in future years. At that time, the AED assignment will be divided. It is anticipated the hiring from 12 AEDs to 24 AEDs will be very gradual over time.
4. **Will the county groupings stay the same or will they change back to the 28-area model?** The county groupings will not revert to the 28-area model. The change to the 24-area model with 12 AEDs hired in the hybrid phase is based upon our budget realities factoring in the most recent 11.8% state budget reduction.
5. **When the additional 12 AED's are hired, will the initial 12 AED's have first option on the area they would like to supervise?** As budget resources are available and decisions are made to hire additional AEDs beyond the initial 12 positions, the Regional Extension Director will work with the Extension Director to determine the area assignment for the current AED and the position to post for application.

#### Funding and Costs

6. **Are the county contributions going to increase at the same rate over four years even though the number of AEDs has been reduced in the new model?** County money will always support county staff and programs. The hybrid model has been developed based upon the ability to afford 12 AEDs with budgeted state and federal dollars. Future increases to county contributions are anticipated, but those increases will be driven by state and federal budget changes to support county-based programming.
7. **For how long will state and federal funds be available for the area positions?** The decision to move forward with 12 AEDs initially was based upon our current budget realities and projections for the near future. The positions are commitments in the Extension state and federal budgets.
8. **Who pays for AED travel, computer, etc.?** Funding for salary, benefits, travel, training, and equipment for Regional Extension Directors, regional office personnel and Area Extension Directors will be provided using state and federal funds.
9. **How much will this cost/what is the cost per county?** The administrative structure, including regional directors, regional support staff and area directors, will be funded using state and federal dollars. Any increases to county contributions will directly support county programming and operations.

10. **What exactly does this mean: Works with EDB, CEC and other Extension stakeholders to increase portfolio of funding opportunities for the county.** Diversification of the Extension funding portfolio can occur through a variety of means including grants, contracts and philanthropy efforts. Extension administration will work to build a diversified funding portfolio for Extension.

#### **Area Extension Director Positions**

11. **What is the anticipated salary, and will it potentially change if someone transitions from supervising two areas to one?** The salary range is expected to be from \$65,000 to \$85,000, commiserate with experience and education. Salaries are not expected to change when an AED transitions from supervising two areas to one.
12. **What are the qualifications for the AED position?** Preferred education/experience for the AED position:
  - A minimum 6 years of supervisory experience (experience in supervising remote employees is a plus).
  - Exhibits outstanding leadership, interpersonal relationship building, and employee coaching and development skills.
  - Must be able to provide meaningful feedback, both written and verbal, on performance.
  - General understanding of various employment laws and practices.
  - Knowledge of basic economics, budgeting, and accounting principles and practices.
  - Exhibits innovative and strategic thinking and ability to offer news ideas and implement them.
  - Excellent verbal and written communication skills. Ability to practice high levels of confidentiality.
  - Must be able to travel to all counties in the area on a regular basis. Willingness to work evenings and weekends.
  - Proficient in Microsoft office applications and Quick Books.
  - Bachelor's degree.
13. **Can you remind us where the area director will be housed? And who will be their support staff?** Counties will be asked to have space for the AED when working in the county. This space can take many forms (office, workstation, conference table, etc.). The AEDs will also have equipment for a home office and access to a shared office space for occasional use in the regional office. The regional office administrative support staff will provide designated support for confidential and personnel records, travel, etc. County support staff will be responsible for county-specific functions (overall file maintenance, District Board support, daily fiscal functions, etc.).
14. **Will AEDs be using office space in the county offices?** Yes, counties will be asked to have a workstation available for AEDs while in the county. It can be as simple as a conference table. The AEDs will utilize a location or workspace in county offices, a shared workspace in the regional office and a home office or work space.
15. **How often will AEDs be expected to be in regional offices?** The expectation is for the AEDs to be in the regional offices for periodic meetings only. The greater expectation is to be in the counties consistently.
16. **Will AEDs receive professional improvement funds?** This will be determined an annual basis considering operating funds available.

17. **How often will the AED be expected to be in the counties?** A general expectation is once every 10-14 days, with more frequent connection to the counties virtually. A regular schedule of time in counties is important to build relationships in the county and operate from a county perspective.
18. **Will AEDs be able to serve in an area where they have previously/currently served as an agent?** Yes, it is possible. Our goal is to hire the best candidate for each area.
19. **Will AEDs have a state car?** Yes, as long as there is motor pool car availability.
20. **What will be expected of the area director in regards to hiring new agents? Or facility improvements? I assume district board will still have input on issues such as this.** AEDs and REDs will both have input in agent hiring. Counties will continue to have input through the screening process. Facility expansion and improvement is an opportunity for us. It does bring added responsibility for county staff. AEDs will be expected to engage with EDBs and county staff in facility planning, ensuring that facility management and maintenance is considered in the planning phase. Yes, EDBs are central to the decisions in a county-based approach.
21. **It seems that an AED needs to have Extension Experience. If we take 12 existing Extension people out of the offices, how will this affect the state as a whole?** Extension experience will be critical in these roles. That experience base will enhance our system.
22. **What are the top two skill sets you would look for in an area director?** From a quick answer perspective: 1) willingness to be flexible to bridge local needs and build upon local strengths in their counties 2) strong county relationship-building skills to support county staff and leaders and leverage UK resources to benefit the counties.
23. **What are the expectations of the Area Director in regards to county staff meeting?. They cannot go to all 10-12 counties and give individual updates. Some type of in person meeting will eventually need to happen.** AEDs will be expected to attend county staff meetings (in person or virtually) as frequently as possible. AEDs will work with Regional Directors to determine the optimum schedule for in-person area staff meetings.
24. **Are we only hiring AEDs from employees currently within Extension? If yes, are we concerned this will cause an already long list of agent vacancies to increase?** Application will not be limited to current Extension employees. However, it is expected that competitive internal candidates will be in each pool for consideration. We need to move forward with hiring the best candidates whether internal or external.
25. **Will agents have the opportunity to apply for area director positions?** The application process will be open and anyone with interest will have the opportunity to apply.
26. **Is an individual with a relative employed in a specific area eligible to serve as the Area Extension Director for that area?** In general, university policy prohibits an individual from serving as a supervisor or in the line of authority for a relative (<https://www.uky.edu/hr/policies/nepotism>). However, alternate arrangements for supervision can be defined in a written management plan. If a successful candidate for an Area Extension Director position does have a relative employed in the area, an alternate supervision structure will be determined.
27. **Are agents from all program areas or with varied experience in coordinator roles eligible for AED positions?** Agents from all program areas who are qualified and interested in serving as an Area Extension Director are encouraged to apply. Previous experience with each coordinator role is not required.

### Timeline

28. **When do we plan for the 12 area directors to be in place?** The target date is January 1, 2021. The goal is to have the position open for application by mid-August, complete the interview process during the fall/early winter and have all AEDs on board no later than January 1, 2021.
29. **Is there a timeline for when we will move from the hybrid phase to the full 24 AED positions?** Not at this time. It will be determined by budget resources and realities in future years. We also plan to examine compression of agent salaries and the competitiveness of starting salaries once we have 12 AEDs in place.
30. **Will all area directors be announced at the same time or will they be introduced once the position has been offered and the individual accepts the position?** We would like to bring people on board in a timely manner throughout the fall as search processes are completed versus waiting to have all with a uniform start date.

### Interview and Hiring Process

31. **Will the interview process be the same as had been planned with the 28-area model?** Given the pandemic and the increased number of counties for each AED position, an amended process is being planned. This process will be similar to the hiring process utilized for Regional Extension Directors. It will include a screening committee with representation from the areas and a call for committee nominations will be announced soon. Counties will have the opportunity to engage with each candidate via virtual meetings, and online feedback forms will allow those engaged in the process to share feedback.
32. **Will District boards/counties have input into AED selections?** Hiring will be coordinated by Extension Administration and the appropriate Regional Extension Director, working with an appointed screening committee. The screening committee will include agent, staff and leader representation from the area. The interview process will include a time for selected candidates to engage with counties via a virtual format. Those involved in the interview process will have an opportunity to provide feedback via online forms.
33. **Will staff assistants have a chance to be vocal during the area director process?** Yes. Staff assistants will have the opportunity to participate in the process and will be represented on the committees.
34. **For the AD search committee is there a way for staff to nominate who they would like to serve on it or will they be hand selected by administration?** Yes, there will be a nomination process via a Qualtrics survey. Nominations will be requested for agents, staff assistants and program assistants. Final committee selection will be based upon appointing a diverse group of members.
35. **Will the AED candidates be asked to give a presentation?** Yes. Based upon input from the District sessions we will include a virtual presentation as part of the interview process.
36. **Do you know if the AED interviews will have some portions in person in Lexington or are we just doing a wait and see based on how the pandemic unfolds?** Based on District session input and to ensure a consistent process during COVID, all aspects of the AED interview will be virtual.
37. **Who will make final decisions regarding AED hiring and how will the decision be made?** The Extension Director and appropriate Regional Extension Director will consider all feedback from the interview process to finalize hiring decisions.

### **Coordinator/Contact Agent Roles and County Facilitators**

38. **Will there still be three areas of responsibilities for agents to be assigned to: fiscal, staff, councils?** In the hybrid structure, coordinator assignments will continue with adjustments to responsibilities to shift some duties to Area Extension Directors.
39. **Will county contact agents' roles have clear and/or new definitions when area directors are in place?** Draft responsibility charts have been shared. There will be some reductions in responsibilities in the coordinator roles, but not to the degree initially planned in the 28-area model. County coordinators/contacts will play a key role, but we want to maintain flexibility for the AED, RED and coordinators to establish the best system for day-to-day operations in each county.
40. **Will facilitator or coordinator roles be the same?** We are developing a plan that does shift some responsibilities from the coordinator roles to the AEDs as was noted in the draft documents shared. The AEDs and REDs will work with each county to determine the system that will work best, with opportunities for continuing facilitator assignments and/or using coordinator assignments.
41. **I see that there are various "coordinator" positions at the county level and there are a few changes with them. Will any of these be paid like the current county facilitator positions are? Will current facilitators be able to keep that position or will they be transitioned into one of the coordinator positions without a stipend?** Administrative responsibilities are included in all agent's job descriptions and no stipend will be provided for those who serve in an individual coordinator assignment. In the hybrid structure, the Regional and Area Extension Directors will work with counties to determine the best in-county management roles utilizing coordinator assignments and/or a designated facilitator. Facilitator roles, with the current stipend, may continue in some counties.
42. **Will the coordinator assignments rotate?** Currently the rotation is determined with the District Director and county. In the future, the rotation will be determined by the AED and county.
43. **How will this affect county facilitators?** In the hybrid structure, the Regional and Area Extension Directors will work with counties to determine the best in-county management roles utilizing coordinator assignments and/or a designated facilitator.

### **Budget and Fiscal Responsibilities**

44. **How will an AED be able to interact with multiple EDBs during budget planning and still be able to meet deadlines?** County coordinators will continue to have a very important role in day-to-day operations and will retain greater responsibilities than planned with the 28 AED model. A team effort with the AED and county fiscal coordinator will be necessary and important in budget planning.
45. **Please further explain how the fiscal and financials in the county will be conducted. Would the area extension director have fiscal oversight to allow agents more time for programs or will it be as it is currently?** In the hybrid structure, the fiscal coordinator will continue to play a key role in fiscal management and financial accountability. The AED will take on a portion of the responsibilities currently assigned to the fiscal coordinator as was outlined in the draft responsibilities' charts shared with the information about the hybrid administrative structure. It is anticipated that the adjustments to responsibilities will remove some of the time commitment for the fiscal coordinator.

46. **Who will have day to day fiscal responsibility/check writing and deposit responsibility?** In the hybrid structure, the fiscal coordinator will retain a lead role in day-to-day fiscal management. The Area Extension Director will work with each county to determine the optimal strategy, with the AED, fiscal coordinator and county support staff all playing roles in the process.
47. **I notice there are a lot of financial job responsibilities for the AEDs. What is the difference between the AED responsibilities and the responsibilities of the business analyst and Extension Business Operations office?** The business analyst roles are assisting with increasing efficiencies, compliance and accountability. Analysts will also be involved in system-wide business operations related trainings. These positions are support-focused and may change over time as the needs change. Financial management is one part of the overall responsibilities of the AEDs and therefore the business analyst positions will be necessary to provide adequate support to the local staff.
48. **How will Area and Regional Directors be involved in the budget development on the local level with leadership?** The goal is for the AED positions to be county-focused, with expectations to build county relationships. The AED will have the responsibility to ensure all agents and staff are engaged in the budget development process with the EDBs.
49. **Will AEDs present tax rates at the fiscal court meetings for each county?** The AED will work with the fiscal coordinator and EDB to determine the best person to make these presentations. The AEDs will be county-focused and will work to build relationships with leaders in each county.
50. **Will agents have input into facility planning and changes to bring before the District Board?** The AEDs will work collaboratively with agents and the District Board on facility planning.

#### **Staff Supervision and Staff Coordinator Responsibilities**

51. **How will the staff coordinator role change?** The staff coordinator will no longer be the assigned supervisor for the staff assistant but will maintain day-to-day oversight. Agents will have input into staff assistant hiring and evaluation. The staff coordinator will maintain supervision for the custodian. Supervision of program assistants will remain with the designate agent.
52. **Will the agent still approve time for the staff assistants? If we are still in remote work, will the staff send their weekly COVID work report to the AED?** At present, the system requires the supervisor to approve time. We are working to determine if there is an option for this to be delegated to the staff coordinator. The staff coordinator and AED will work closely together to determine the best approach to submit remote work plans.
53. **Why is the Area Director approving working time, TDL and AL for Staff Assistants rather than the supervising agent?** The AED will serve as the supervisor for county staff assistants. All agents will still have a “dotted line” in supervision and have input into hiring and evaluation.
54. **Staff Assistants sometimes have emergencies come up and need to take time off. Will these requests now have to go through the area director? If so, will the AED be easy to reach and will Agents be notified?** The AED and staff coordinator will work together to ensure the office is adequately staffed and a process in place for emergency leave requests.
55. **How will AEDs handle the supervision of staff assistants?** The AED will work with the staff coordinator and the staff in the office to manage the day-to-day duties for staff assistants. The staff coordinator will continue to manage the day-to-day oversight.

### County Managers

56. **If your county currently has a County Manager, will that person remain in that role once Area Directors are hired? If your County Manager applies for and is hired as an Area Director, will that open position be filled?** Regional Extension Directors will work with counties with current county managers in place to potentially continue these positions. No new county manager positions will be added. If a county manager leaves the position, that position will not be refilled. The RED and AED will work with the county to determine what staffing and management roles are needed going forward.
57. **Will the county manager positions be eliminated? If not, will the area director have any responsibilities within the county with managers?** In the hybrid model, the Regional Extension Directors will work with counties with current county managers in place to potentially continue these positions. No new county manager positions will be added.
58. **Will current county managers continue with their current supervision assignments?** Yes, the county manager position responsibilities and assignments are not expected to change.

### Meeting County Needs

59. **Will the new administrative structure be cognizant of county differences and not a one-size-fits-all model?** The new structure is designed to be proactive through divisions of responsibilities between the regional director, area director and counties. A county-relationship approach is key, and the model has been built to provide the flexibility to meet the unique needs of each county.
60. **Will Area Directors and upper administration support the uniqueness of each county rather than a one-size-fits-all approach?** The hybrid administrative structure overview states that the new administrative structure does not eliminate options to provide flexibility for counties who have unique needs that may require additional management and oversight. Extension administration is committed to working with counties to best serve local needs. Regional and Area Extension Directors will work with counties to determine the best in-county management roles.

### District Director Transitions

61. **Will the four current district directors' transition to AED positions?** Yes, it is anticipated that all four current District Directors will transition to AED positions.
62. **With the expectation that the four current district directors will apply for the new 12 AED positions, are there concerns regarding the lack for room for agent advancement?** It is anticipated that there will be eight opportunities for advancement in the hybrid phase.
63. **Will current DDs go through the hiring and interview process in transitioning to AED positions?** The current DDs will be required to apply but will have a differentiated hiring process. The positions determined to be the best fit for these transitions will be posted as internal employee being considered.
64. **Will the current District Directors be placed in their areas prior to posting the remaining positions?** The District Directors will remain in their current roles until all AEDs within their districts are in place.
65. **Will the area assignments for current DDs be announced prior to posting positions or will applicants complete against the current DDs?** We are working through the HR process but do plan to announce the area assignments for current DDs to avoid competition.

66. **How do district director roles continue during the transition?** The current and former District Directors will continue to function in their normal roles for their entire district until AEDs are in place. All counties within the district should continue to work with District Directors and their administrative support associates as they have historically.

### **Programming and Programming Related Assignments**

67. **Has there been discussion as to what programming will look like in regards to the current area models, district models, etc.?** The new structure is for administrative purposes only. Programming and competition can continue as currently in place. Any changes to this structure will be decided through the programming area and not as part of the overall administrative structure transition.
68. **With the new divisions into area groups, will that group of counties now be our group that we do programming with?** We have shared from the beginning that this is an administrative structure. Programming can continue in the current county groupings. For example, 4-H district programming can continue as current. The program leaders will play an integral role to ensure that the correct support structures are still in place for programming regardless of the county groupings/area/districts.
69. **If programs will not be impacted by the redistricting, should 4-H Agents budget time for additional meeting to do program planning with the program areas they are a part of? For example, should the district 5 4-H agents still plan to meet to plan district 5 4-H programs?** District meetings for continuing program planning could be wise, and agents will have the flexibility to determine that schedule. The AEDs who correlate to the district boundaries will be expected to support any needed meetings and planning activities, as well as continuing district programs and competitions.
70. **Who will review the 4-H agent state level responsibilities and contact agent assignments and address any issues with those assignments?** The program leaders will play an integral role in this process. The REDs and AEDs will be involved and will be part of the decision-making and accountability loop for these assignments.
71. **Will the current programming districts (1-7) stay in place? When will agents meet by District?** The program leaders are tasked to work with REDs and AEDs to determine the best programming structures going forward. The area groupings are for administrative purposes. Programming and competition structures can continue as current. Future decisions regarding district meetings will be made in coordination with REDs, AEDs and program leaders as we move forward. Please let your RED or program leaders know if you have thoughts about this. For 2020 and 2021, you are asked to hold the second Wednesday as has been historically done.
72. **If programming will continue with old Areas (like Homemakers) and old Districts (4-H) and new staff meetings are essentially just going to be administrative updates with no programming, will agents have to meet separately to program plan?** Agents will have the flexibility to continue to hold programmatic meetings within the geographic boundaries most relevant for the program area.
73. **Sometimes an administrator needs to step in to make assignments for program planning. (Example: FCS Agents have assignments – Homemakers, Cultural Arts, Master Clothing, FCS Contact, etc.) District Directors typically help assign those roles. If a current program grouping is split across multiple areas, how will this work?** The REDs and AEDs will be involved and will be part of the decision-making and accountability loop for these assignments.



74. **How will state fair assignments work? The District Director helps assigns those. Will this transition to the AED?** Yes, the AEDs will work with the Regional Directors and appropriate program leaders to manage all assignments associated with the State Fair.
75. **How does this affect programming and assignments that DDs normally determine?** The program leaders, AEDs and REDs will be tasked with determining the best approaches to make the assignments and determine an accountability system for these assignments.
76. **Many counties have historically worked together for a variety of reasons. How do you see this under our new model?** Existing county working relationships and partnerships can continue as in place. The new structure is designed for administrative purposes with expectations to support a variety of programming models, partnerships, and working relationship. State faculty and staff can often assist counties in working together on common issues.
77. **What support will the county agents in the 24 areas need to help them work effectively together in their specific geographic area?** The goal is to create an environment supportive of programming approaches not bound by any specific geographic boundary. The 24 areas are designed for administrative purposes.
78. **What if programming expands beyond the area lines?** This is definitely possible and would be encouraged if best for programming.
79. **Will 4-H programming continue to use the district format?** Yes, the current plan is to continue the district programming structure for 4-H. 4-H will continue to evaluate the best programming structure for the future and make changes in the future if needed. The area groupings are for administrative purposes. Programming and competition structures can continue as current.
80. **What will ANR, 4-H, and Homemakers participation look like above the county level?** The area groupings are for administrative purposes. Programming and participation can continue as current.
81. **Will counties in different areas that program together be able to do so without layers of area director approval?** Area Extension Directors will be expected to support flexibility in multi-county programming.

### **Regional/Area/District Meetings**

82. **Will we have area staff meetings or regional meetings?** Any regional meeting would likely be along the lines of a regional conference. Routine regional meetings are not anticipated. AEDs and REDs will determine the best strategies for communications and potential schedule for area meetings. To enable support for district programming that will continue, we have asked that district meeting dates be held for the next year for programming meetings.
83. **Do you foresee having regional meetings?** Regional conference may happen in some years, but current district meetings will not be replaced with regional meetings.
84. **Will AEDs be providing staff updates similar to those previously received at district staff meetings?** At this time, there is not a prescribed structure for “area” meetings. The communications plans will be developed through coordination led by the REDs. Agents are asked to hold the traditional staff meeting date through 2020 and 2021 as we make this transition.
85. **Could you clarify the status of district meetings for 2020?** For calendar year 2020, District Staff meetings will take place as previously scheduled. Please continue to hold these dates in your calendar (February 12, March 11, May 13, September 9 and November 11). District Directors will coordinate these meetings for the full year.

86. **What will happen with District staff meetings/will we have area or regional staff meetings?** From an administrative perspective, Regional Extension Directors will have regularly scheduled meetings with Area Extension Directors. Area Extension Directors will work closely with county personnel to communicate and implement any measures conveyed through these administrative meetings. Issues with system-wide importance will be communicated with all personnel via the Extension Director. From a programmatic perspective, Area Extension Directors will be expected to support flexibility in multi-county and district programming and any meetings associated with these efforts.
87. **What is the expected status of district meetings in 2021?** Agents are asked to hold the 2<sup>nd</sup> Wednesday of each month in 2021 for district programmatic meetings. The final 2021 district program meeting schedule will be shared as the transition continues.

### **Agent Vacancies and Hiring**

88. **Will vacant agent positions be filled once AEDs are in place or is this not possible with the current pandemic?** At present, the UK hiring pause is the main factor slowing agent hiring. We are currently requesting UK hiring pause exceptions when a county has less than two agents. Those hiring pause exceptions have been approved thus far. In addition, exceptions have been approved for filling county-funded staff positions. Filling agent positions beyond two per county is impacted by the hiring pause and is not currently possible.
89. **If a county is willing to 'stop gap' fund a position, would that change hiring speed, at least when hiring is allowed to start up again?** While the previous 'stop gap' process is no longer in place, if approved, alternative processes to expedite agent hiring may be considered in the future.
90. **If the county agrees to fund a vacant agent position, will hiring be possible?** With the current UK hiring pause, that ability is not an option. Once the UK hiring pause is lifted, this may be an option.
91. **How quickly will agent positions be replaced if they move into the AED roles?** Any agent vacancies created through the hiring of Area Extension Directors will be incorporated into the agent hiring schedule.
92. **As area directors are hired and deplete agent ranks what is the timeline for replacing those agent positions?** If the hiring of an AED takes a county to one agent, a position will be filled expediently.
93. **When hiring of agents can begin, will it start with the positions that were slated to post just before the COVID hiring pause?** Yes, it will restart with the positions that were in the approval process.
94. **Do you see the AED positions being filled before agent vacancies?** Yes, it is an expectation that the AED hiring will move forward this fall. The hiring exception requests have been approved for these positions. Additionally, agent hiring will occur on an emergency basis if/when a county only has one agent. Additional agent hiring is not possible at present during the UK hiring pause.
95. **Has there been any discussion or any expectation this administrative structure will promote agents serving multiple counties when there are agent vacancies?** At present, agents in neighboring counties are being asked to assist in covering when vacancies occur.
96. **Will the new AEDs be able to help in covering some aspects of agent vacancies?** No, that is not an expectation as their position descriptions have a different focus. They will be working with the counties to determine the best approaches for coverage.

## **Evaluation**

97. **How does the implementation of the new structure affect the evaluation process?** This year, only those who are early career with evaluations required or who have requested an evaluation will be evaluated. Going forward, agents and county staff support will be evaluated by the AED. Agents will have the opportunity to provide input on staff evaluations. Program assistants will be evaluated by the direct supervisor and these supervisory assignments are not impacted by the administrative structure transition. Custodians will be evaluated by the staff coordinator, with input from others in the office and the AED.
98. **How will AEDs be evaluated?** The aspects of their job description will be the basis for the evaluations, and those evaluations will be conducted by the RED and Extension Director.
99. **Who will evaluate agents?** In the hybrid structure, the Area Extension Directors will supervise agents and conduct performance evaluations with input from program leaders and review by Regional Extension Directors. The exception will be in counties with current county managers where the agent supervision structure will continue as current.
100. **Will assistant directors still have input into evaluation?** Yes.
101. **If I get a new supervisor halfway through the program year, how will that AED effectively evaluate me? Will it be based solely on KERS reports, etc.?** It will be recommended to the AED to reach out to the former DD for input based upon the first half of the year.

## **Program Assistants and Staff Assistants**

102. **How does the new structure affect support staff and program assistants on a daily basis?** Structure is unchanged for program assistants. Support staff will be directly supervised by the AED and will continue to work on tasks specific to the county even if those responsibilities are now a part of the AED role. Each agent in the office, and particularly the staff coordinator, will have a “dotted line” role in supervision of staff support.
103. **Who supervises program assistants?** Supervision of program-specific Extension assistants will remain with the appropriate agent. Supervision of NEP assistants will remain as currently set.
104. **The County Staff Coordinator job responsibilities state approve time sheets and leave for custodial staff but nothing about Program Assistants. Doesn't that need to be specified in the responsibilities?** The new administrative structure is not expected to change the supervisory assignments for program assistants.
105. **Could the shortage in funds effect the program assistant positions?** SNAP Ed program assistants are funded through Federal grants. At this point, the projection is for those funds to remain at current fiscal year levels. Funding for county program assistants is directly related to county decisions and budgets. As long as the EDB continues to include program assistants in the county budget, the current funding shortages should not impact these positions.
106. **What is the impact on funding for staff assistants?** Funding for county staff assistants is directly related to county decisions and budgets. As long as the EDB continues to include the staff assistant positions in the county budget, the current funding shortages should not impact these positions.
107. **Will agents have input into staff assistants/custodial hiring and evaluations?** Yes. The AED will be the direct supervisor for staff assistants and will be expected to include all agents in evaluation and hiring. The agent serving as staff coordinator will supervise custodial staff, working collaboratively with the AED for hiring and evaluation.

108. **Who will supervise program assistants in the event of an agent vacancy – another agent or the AED?** Currently supervision transfers to the staff coordinator. This same model will likely continue in the new administrative structure.

### **County Boards and Councils**

109. **Will each AED be expected to participate in each county board and council meeting?** Participating in all will most likely not be possible. However, there will be an expectation for AEDs to have a presence in each county and to attend these meetings routinely. The AED position will be county-focused with the expectation of having a strong county presence and building relationships in the counties.
110. **I notice there is an emphasis on training County Extension Councils. Will the state level provide materials for this?** Yes, it is our intent. Unfortunately, one of the open positions lost to the budget reduction is in Program and Staff Development, so new plans to support this effort will be developed.
111. **Will the AED take over County Extension Council (CEC) duties?** In the hybrid structure, the Area Extension Directors will work closely with the agent serving as the CEC/marketing coordinator and will engage all agents to maintain and develop strong County Extension Council and District Board engagement and leadership.
112. **Will the AED take over District Board duties?** In the hybrid structure, the Area Extension Directors will be expected to work collaboratively with the agents for all District Board functions and regularly attend District Board meetings.
113. **Will counties (District Boards and agents) still have input on budgetary needs for the county?** Yes. In the hybrid structure, the agent serving as fiscal coordinator and the AED will be expected to work collaboratively with all agents in outlining budgetary needs and communicating with District Boards in the budget process.
114. **Who will be responsible for program councils?** The corresponding program area agent will retain responsibility for program councils.

### **Additional Questions**

115. **Any possibility of state or regional Extension conferences returning?** A contract had been signed for February 2021. Given the current health pandemic, we are currently in negotiations to shift the conference later in 2021. As soon as dates have been confirmed we will share those with the organization.
116. **How will IT support be divided among the counties in the new administrative structure?** IT techs will continue to serve the counties they are currently serving.
117. **Should the agent relationship with the AED be viewed the same as the current relationship with the District Director?** The goal is for the AED to have more time to have a different relationship with the agents focused on proactive coaching and mentoring. The relationship will have similarities to the DD relationship as that person will be your supervisor.
118. **How much do you think Senate Bill 5 will have when it becomes law in January?** When EDBs set tax rates in 2021, they will have to ask fiscal court approval for any tax rate above the compensating rate.

119. **Over the past few months, communication has been done directly with district board members in each county providing updates on administrative and financial concerns. Are there any plans to provide to agents a statewide message (i.e. email, factsheet, etc.) that can be shared with CEC's? It is very important that a unified message and communication be sent to those CEC members right along with the EDB members.** Agents will receive the communications shared with Extension District Board members in advance of the email to those members statewide. The agent who works with the CEC is welcomed and encouraged to forward the message to the local CEC members the following day.
120. **What are the plans for the ANR Assistant Director?** This position has been on hold due to COVID. The process of appointing the committee is underway. The request to post is pending approval. A better timeline will be set within the next few weeks and the appointment of the committee will be announced. Dr. Wood's appointment has been extended until the hiring process can be completed.
121. **With so many changes, budget cuts and just not knowing what the future has in store for all. Can UK work on professional development in creating and improving a coaching culture. I feel that fear is taking hold of our ability to work has created silo attitude and we are losing the united culture attitude.** Fear is a very present part of our culture right now. We will stay within the budget we have and make tough decisions together. Working to build a cohesive team is important – from the county level to the administrative level. One objective of the hybrid administrative structure is to have more opportunities for coaching. A training plan is in place to help build the coaching skillset. The Extension administration team is currently completing the training process. Two additional cohorts will complete the training and participants will include all AEDs and others in administrative roles.
122. **Is there a way to set-up an anonymous question system for sharing issues from the county level? Some people have experienced backlash or fear backlash at bringing issues to light.** Our organization is strengthened by honest and open communication. We are committed to ensure that there is an environment that supports questions, ideas and suggestions. We will work with the professional associations, area directors and regional directors to develop mechanisms to share concerns and ideas with no fear of backlash.
123. **What can we (state faculty and specialist) do to best support the transition?** Continue to provide support and help agents think innovatively in regard to programming. Help administration understand how we can continue and build the effective partnerships we have from the county to the state level within Extension and connecting with research. The state faculty and specialists are key to this effectiveness and success.
124. **How will agents be involved with local leaders and locally elected officials?** It is a critical aspect of all agents' positions to build and maintain strong relationships with local leaders and locally elected officials.
125. **How will facility management work?** In the hybrid structure, the agent serving as staff coordinator will continue to provide leadership for physical maintenance and repairs. AEDs will be engaged in all long-range facility planning and construction projects. Regional Extension Director and Area Extension Directors will work with counties with unique needs to determine the best approach for facility management and oversight.