



**Enterprise Risk Management Plan
FY 2024**

Submitted: July 2023



Enterprise Risk Management Plan, FY 2024

Introduction

Enterprise Risk Management (ERM) at the Texas A&M Transportation Institute (TTI) identifies, monitors and mitigates risks that threaten the achievement of TTI's Strategic Plan and/or the continuing operation of the Institute's research program. TTI is committed to the management of risk in order to protect:

- the safety and well-being of our employees;
- our research sponsors and other key stakeholders;
- the quality of research and service provided by the Institute;
- our assets, including intellectual property;
- our contractual and statutory obligations;
- our image and reputation; and
- our commitment to The Texas A&M University System, state government and the people of Texas.

For each risk the Institute faces, TTI has assessed the likelihood and potential consequences of an adverse event and has prioritized each category of risk according to the level of threat facing the Institute. . TTI's *Risk Matrix* lists risk management strategies to mitigate and monitor these primary risks.

In addition, the TTI Leadership Team monitors several low-low risks on an on-going basis:

- failure to meet regulatory financial obligations and implement efficient financial practices
- failure to maintain a strong, robust, Environmental Health and Safety (EHS) program;
- failure to maintain a well-defined and diverse Ethics and Compliance program;
- failure to make effective, strategic use of flexible funding sources; and
- problems or security issues with information technology systems.

The Institute's objective is to adopt best business practices in managing risks. TTI's Enterprise Risk Management program is a continuous process, requiring awareness and proactive measures by all agency employees to identify and reduce the occurrence and impact of risks.



**Texas A&M University System
Office of Risk Management**

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FY 2024 Risk Matrix

Description of Risk	Category	Risk Area	Likelihood	Impact	Mitigation and Control Mechanisms	Monitoring Activities	Reporting Mechanism
<p>Failure to implement new strategic plan and educate the workforce on the initiatives.</p>	<p>Governance/ Institutional Management</p>	<p>Strategic Plan</p>	<p>5</p>	<p>5</p>	<p>TTI employees representing diverse agency functions will serve on strategic plan implementation efforts.</p> <p>The TTI strategic advisor will provide opportunities for training, education, and outreach to the workforce.</p> <p>A section of the internal TTI website will be dedicated to the strategic plan process.</p> <p>The Strategic Facilitation Group will oversee the implementation of the strategic plan.</p>	<p>The strategic advisor will meet with leadership and subject matter experts on a regular basis to ensure transparency during the creation and implementation phases.</p> <p>Conduct face-to-face and group meetings with workforce throughout implementation.</p> <p>Co-champions will lead the implementation of the various strategies.</p>	<p>The strategic advisor will provide regular updates to the LITC concerning completion dates, trainings, and implementation.</p> <p>Q&As are held by Agency Director to give updates to workforce.</p>



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<p>Failure to develop, recruit and retain the best professional talent.</p>	<p>Human Resources</p>	<p>Employment – recruitment, retention, succession planning</p>	<p>3</p>	<p>5</p>	<p>Provide clear career paths and job expectations for all levels and skillsets.</p> <p>Adjust employee compensation structure to reflect current performance and market standards.</p> <p>Provide opportunities for workforce to participate in professional development and leadership programs.</p> <p>Pursue workforce development and strategic hires.</p> <p>Develop and implement a communication strategy to engage all agency employees on career paths and compensation.</p>	<p>Monitor success of strategic hires.</p> <p>Create a career and development webpage.</p> <p>Chief Human Resources Officer evaluates participation in TTI’s Professional Development Programs.</p> <p>Human Resources (HR) department will develop compensation guidelines that are market driven, skill based, and account for performance and job experience.</p>	<p>Strategic hires are evaluated annually by their supervisor.</p> <p>Annual reminder is sent TTI workforce directing them to the career and development webpage for questions concerning TTI positions and career tracks.</p> <p>Division Heads meet regularly to discuss opportunities for performance improvement, program growth and initiatives. Implementation ideas are shared with LITC as needed.</p> <p>Chief Human Resources Officer produces reports as needed on employee compensation and retention data and shares with leadership.</p>



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<p>Failure to foster an inclusive, modern, dynamic work culture.</p>	<p>Governance/ Institutional Management</p>	<p>Culture</p>	<p>5</p>	<p>5</p>	<p>Create a culture of teamwork and collaboration between researchers and operations services.</p> <p>Foster an awareness of equity, inclusion, and professionalism for all staff.</p> <p>Establish transparency in all levels of decision-making.</p> <p>Further develop the ombuds office.</p>	<p>Interview and engage TTI employees to identify how to continually improved the agency’s capacity to work cohesively as a team.</p> <p>Develop surveys to gather data on issues, opportunities, and gaps in knowledge.</p> <p>Implement consistent information sharing efforts (brown bag lunches, seminars, etc.)</p> <p>Semi- annual meetings of all program managers will be held.</p> <p>Consider developing and implementing an internal communications strategy that will engage all staff.</p>	<p>Findings from interviews and surveys will be reported to the ET, LITC and workforce.</p> <p>Information concerning data and opportunities will be shared with the workforce via Inside Lane and agency wide emails.</p> <p>Q&As are held by the Agency Director quarterly to give updates.</p> <p>Ombuds personnel will present statistics to CEO annually while maintaining confidentiality.</p>



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<p>Failure to continually improve and customize our business processes.</p>	<p>Financial</p>	<p>Research Funding</p>	<p>4</p>	<p>4</p>	<p>Reevaluate organizational structure to promote collaboration and reduce siloing.</p> <p>Hire consultant to investigate alternative organizational structure and encourage cross collaboration.</p> <p>Identify solutions for mitigating the burden on staff for “non- billable time” such as proposal/grant applications and professional development.</p>	<p>Engage stakeholder group to monitor internal issues and provide recommendations.</p> <p>Conduct ongoing programmatic reviews of TTI research programs.</p> <p>Research and Operations Division Heads meet periodically to collaborate on strategic funding opportunities.</p> <p>Chief Financial Officer (CFO) reviews flexible funding sources to ensure they are used strategically.</p>	<p>CFO produces reports as needed on the use and status of TTI institutional funds.</p> <p>Q&As are held by the Agency Director to give updates on changes at TTI.</p>



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<p>Failure to maintain and enhance our brand as the premier transportation research institute.</p>	<p>Brand/ reputation</p>	<p>Recognition</p>	<p>4</p>	<p>5</p>	<p>Develop a comprehensive marketing strategy to communicate and publicize TTI products, services, innovations, and people.</p> <p>Produce deliverables that more effectively convey research findings to a broad set of audiences.</p> <p>Identify TTI’s target market, brand promise and key messages.</p> <p>Evolve products from traditional research reports to incorporate more dynamic and innovative formats.</p> <p>Create a web-based “showcase” of innovative products.</p>	<p>Produce updated branding and communication tools to be used agency wide.</p> <p>Develop training for staff to use in becoming TTI ambassadors.</p> <p>Develop research summary templates for broad agency use.</p> <p>Review and update the showcase to include keywords and marketing tools.</p>	<p>Conduct a brown bag series to share innovative deliverables across TTI.</p> <p>Director of Communications updates LITC on marketing tools and opportunities.</p>



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<p>Failure to continue to produce high-quality innovative, forward-looking research.</p>	<p>Brand/ Reputation</p>	<p>Advancement</p>	<p>4</p>	<p>5</p>	<p>Identify and cultivate new and non-traditional sponsors and research opportunities.</p> <p>Maintain the financial incentive program to encourage TTI staff to pursue non-traditional funding.</p> <p>Provide agency resources to pursue strategic partnership opportunities.</p> <p>Streamline and improve the proposal writing process to ease burden of proposal development for staff.</p> <p>Create a coaching and mentorship program for proposal development.</p>	<p>Reward TTI staff who reach financial incentive goals in pursuing non-traditional funding.</p> <p>Conduct ongoing programmatic reviews of TTI research programs.</p> <p>Conduct “Proposal Development 101” course.</p> <p>Identify and share best practices on proposal development based on recent successes.</p>	<p>LITC reviews research expenditure reports and makes necessary adjustments in research priorities.</p> <p>LITC evaluates the sustainability of existing research programs and initiates the creation of new programs as necessary.</p> <p>CFO produces reports as needed on the use and status of TTI institutional funds to identify coverage options for researchers in relation to proposal development.</p>