Charge:

Develop a department-specific EID plan in response to data from the Employee Engagement, Inclusion and Diversity survey conducted by the office of the Vice Chancellor for Finance and Administration in 2012.

Committee:

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Sponsors:

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Definition of Terms:

**Engagement** is the feeling of being fully involved in and enthusiastic about work. Engaged employees have a heightened connection to their work, the organization, its mission, and their co-workers.

**Inclusion** refers to a sense of belonging; feeling respected, valued, and seen for who you are and valued as a contributing member of the team, work group, or organization.

**Diversity** is the range of human qualities that impact and influence how people are perceived and how they behave. These qualities include but are not limited to age, gender, race, ethnicity, color, physical and mental attributes, sexual orientation, marital status, geography, location, spirituality, education, and values and beliefs.

Divisional Mission, Vision and Core Values:

**FP&M Mission:** Providing excellence in facilities and services for our university community.

**FP&M Vision:** An inclusive and diverse team, working together to provide exceptional service for our university community.
**FP&M Shared Values:** *Shared values guide how we behave toward our customers, coworkers and stakeholders.*

- We are People Centered by being inclusive, engaged, diverse and customer-focused.
- We promote Stewardship through sustainable, effective and efficient use of resources.
- We promote Integrity by building trust, respect and accountability.
- We support Innovation and Discovery through continuous learning and improvement.
- We promote Safety and a safe working environment in all that we do.

**Steps:**

Members of CP&D met a number of times to discuss a department specific EID plan. After first identifying what we do, we moved on to a discussion of our mission, vision and shared values.

The Department is responsible for identifying and developing capital programs and related policies and procedures to address the University’s strategic, long-range physical planning needs. Staff oversee development of the biennial capital budget and serve as university representatives and project managers for the design and construction of new facilities, additions, utility improvements and large scale remodeling projects.

**CP&D Mission**

To create great places for our campus community; successfully guiding our clients from the idea for a new space through its construction and occupancy.

**CP&D Vision**

An inclusive and diverse professional community actively engaged in providing exceptional services to our university community.

**CP&D Shared Values**

- Sustainability and stewardship
- Honesty
- Integrity
- Communication
- Respect
Once the mission, vision and shared values were agreed upon, we used the FPM EID plan as a guide in defining some goals for our departmental EID plan. We also reviewed the areas on the VCFA Engagement and Inclusion survey where CPD responses were below the “average” FPM response and used those for jumping off points into our discussion.

**Overall EID Plan Goals**

- Ensure that CPD staff are aware of the EID initiative
  - 100% of CPD staff believe the information they received explained the EID initiative thoroughly.
  - 100% of CPD staff believe the information they received explained FP&M’s mission, vision and core values thoroughly.
  - 100% of CPD staff believe they understand what EID initiative means to them personally.
  - 100% of CPD staff believe they understand how their work supports the FP&M Mission, Vision and Core Values.
- Improve connections and communication within CPD and with other FP&M units in order to create a more positive work climate as well as an environment of respect and inclusion.
- Create and retain an inclusive and diverse workforce.
- Recognize, utilize and develop the talents, skills and contribution of employees.
- Strengthen relationships between management and staff to create a positive work environment and a climate of trust.

The CPD staff response rate to the 2012 EID survey was 100% with a sample size of 8. In general, respondents indicated that the office and their co-workers was supportive, collegial and engaged. There were 44 items in the survey instrument of which 3 showed unfavorable rating of 50% of more. These are the areas in need of immediate improvement as follows:

- Q3f: I am satisfied with the recognition I receive for my work (63% unfavorable rating).
- Q3i: It is clear to me what I need to learn to be adequately prepared for promotional opportunities (50% favorable rating).
- Q5d: My supervisor has good management skills (50% unfavorable rating).

The context for this survey is a time of political turmoil, with no pay raises for years and steep increases in the cost of benefits such as health insurance premiums. It was a period of low morale in the work place which may have impacted the survey results. Moreover, with a sample size of 8, one person’s response represents a swing of 13% either way.
Engagement & Inclusion

Current status: 75% of the staff indicated that they were satisfied with their job and work unit.

Q3f: I am satisfied with the recognition I receive for my work (63% unfavorable rating)

Goal: Decrease the unfavorable response rating on this item steadily to 25% over time.

Key Actions:
• To do a focus-group to gain a better understanding of the issue and how to address it.
• Implement some recognition programs based on ideas from the focus-group.
• Develop of a process for nominating at least one CPD staff member for a university-wide award.
• The department director shall regularly and frequently solicit feedback, at least once a month; this should become an agenda item on the monthly staff meeting.
• Include a recognitions page on the CPD website for important life events or accomplishments.

Q3i: It is clear to me what I need to learn to be adequately prepared for promotional opportunities (50% unfavorable)

Goal: Decrease the favorable response rating on this item steadily to 25% over time.

Key Actions:
• Provide periodic training and workshops about career advancements.
• Have regular open discussion about career options through FP&M, the university and outside organizations.

Q5d: My supervisor has good management skills (50% unfavorable rating)

Goal: Decrease the unfavorable response rating on this item steadily to 25%.

Key Actions:
• Add management training workshops as part of staff continued education requirement.
• Director to take the lead in providing a safe environment where staff can give feedback about management issues.

• Develop anonymous 360 degree evaluation tool as a means of helping all staff share and receive helpful and respectful feedback.

• Sharing leadership team meeting minutes promptly.

• Ensure that agendas are planned well ahead of staff meetings and completed one week prior to any such meeting, with staff involvement in the process.

Diversity

Current status: The CPD staff is very diverse with 46% female and 54% males; 30% student interns and 70% regular professional staff. Ethnically, 3 out of the 13 total staff (including students) are classified as minority. Professionally there is a mix of architects, engineers, a capital budget analyst and an interior designer.

Goal: Continue to maintain and support diversity in CPD.

Key Actions:
• When hiring new staff, recruit and promote diversity for women and ethnic minorities.
• Track vacant positions and measure diversity of applicant pools and of the candidates.
• Specific to CPD, when vacancies do occur for architectural, engineering or project management positions, the positions should be advertised in organizations and publications targeted to under-represented groups, like NSBE (National Society of Black Engineers), HBCU (Historically Black Colleges and Universities) and NOMA (National Organization of Minority Architects)

Foster Student Talent

Current status: CPD has developed a very strong and unique student internship program that challenges students to bring what they learn in the classroom to the job, and take their work experiences into the classroom. Student interns have been exposed to the entire spectrum of duties available at CPD, and some have managed small projects on their own. The furniture design at Union South, for instance, was done by two interior design students from the School of Human ecology under the supervision of CPD interior design team.

Goal: Continue to promote the internship program, and encourage diversity in hiring decisions.
Key Actions:

- Participate in the “WI Grow” student leadership initiative being developed in FP&M and in the Office of the VCFA.
- Provide regular feedback to student interns on their work assignments. Encourage them to share with us the goals for their position here and how we can support their needs and desires for learning more about the work we do.

Develop Internal Talent

Current status: There are very talented people within the department without opportunity for advancement within the department; there are also architectural interns who would become licensed someday.

Goal: Review all CPD staff positions to see what opportunities may be available.

Key Actions:

- Work on updating current employee position descriptions to assure they represent current job duties and responsibilities.
- Provide at least one major professional development opportunity for each CPD staff in FY 14 so that they can grow and advance in their positions.
- Continue to provide multiple workshops provided in the office by industry experts.
- Offer more formalized orientation for students and staff alike – with an eye to future recruits.
- Continue to offer opportunities for new or young employees to shadow more experienced managers.
- Assign new employees mentors who would provide introductions and information beyond that provided in the standard FPM orientation, especially involvement in the 35% and 100% review meetings.

Reflection

Engagement and Inclusion within CPD is about making connections, improving communications within CPD and with other FPM units, and breaking down barriers. Communication and connection are at the core of a positive work climate where respect and inclusion are the norm.

Collegiality within CPD is very strong: CPD staff members connect with each other daily on a variety of topics from personal to work related. We ask each other’s advice and share problems and successes related to work and home, which results in a positive work climate within our group.
Because of this network CPD members are more apt to have a connection to what is happening at the FPM level, although this is really dependent on person to person discussions rather than a more organized sharing of information. Staff did note that the recent distribution of FPM leadership team minutes with everyone in CPD is greatly appreciated as it provides a direct connection to what is happening at the division wide level and lessens the feeling that some people are privy to information that others aren’t.

The sharing of leadership team minutes has also lessened the need to wait for the monthly “extended” staff meeting to get FPM-wide information, which often was dated or already disseminated by word of mouth by the time the monthly meeting occurred. This in turn frees up time on the monthly agenda for more in depth discussion of topics of interest to CPD.

Currently, most connections with other FPM units and staff are work related: the 35% and 100% project review meetings; working with Physical Plant to take care of work at the end of a major project; CPLA on landscaping or site issues; and, Space Management on classroom technology or campus moves.

Beyond that, though, there is not a lot of opportunity for more informal connections. The list below includes suggestions to improve connections across FPM as a whole:

- Including other FPM staff in the building tours that CPD members arrange
- Having “team building” events after work
- Having shirts or ID badges for all staff, not just a few
- Designating an FPM day on campus, where FPM staff would be visible by means of their shirt or badge
- Having a ½ or full day “service” day where CPD employees could volunteer on campus – either on one big project or on separate smaller projects
- Having an annual meeting of all FPM employees will help CPD connect and be connected.
- Resurrecting the brownbag lunches with FPM leadership
- Resurrecting the FPM newsletter, or at least including an FPM employee section on the webpage, where perhaps one employee a week or month could be highlighted.
- The FPM picnic that used to be held at Olin House was mentioned as an event that provided all FPM staff a time to be together in an informal, fun, setting and was real acknowledgement from campus leadership that the work of all of FPM was appreciated.
- Finally, CPD staff believe that locating all FPM staff in in one place or at least in closer proximity would have the greatest impact on improvement communication and connection with fellow staff.