University of Wisconsin-Madison  
FP&M Campus Planning & Landscape Architecture  
Engagement, Inclusion and Diversity (EID) Plan

The following is the EID plan for FP&M’s department of Campus Planning and Landscape Architecture (CPLA) in response to initial data from the Employee Engagement, Inclusion and Diversity survey conducted by the office of the Vice Chancellor for Finance and Administration in 2012. This plan will be revised on an on-going basis to provide further direction on how to continuously increase staff engagement/inclusion, and increase diversity among staff in the office.

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.

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.

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Campus Planning & Landscape Architecture works with faculty, staff, students and the surrounding urban community on physical planning issues, including development and implementation of the comprehensive Campus Master Plan. Staff assist with the capital budgeting and infrastructure planning processes, assist with facility-related physical accessibility issues, design and manage landscape architecture projects, and serve as a liaison with municipal governments and adjacent neighborhoods.
Overall EID Plan Goals

- Ensure employees understand the role of FP&M and the importance of their individual jobs in supporting the mission, vision and core values of FP&M and UW-Madison.
- Improve connections and communication to create more informed decision-making across the organization and ensure resources are utilities effectively.
- Strengthen relationships between management and staff to create a positive work environment and a climate of trust.
- Create an environment of respect and inclusiveness. Create and retain an inclusive and diverse 21st century workforce that fully recognizes and utilizes the talents, skills, and contributions of all employees.

In general, CPLA staff responded well to the 2012 EID survey noting that the office and their co-workers and supportive, collegial and engaged. The survey showed four areas in CPLA that are considered key areas for improvement:

- Q1e: Work unit feels comfortable to me (50% favorable rating)
- Q1m: If I have a conflict with another employee, I know where to go to effectively resolve the issue (50% favorable rating)
- Q1g: In the past six months I have seen disturbing conflicts in my work unit (63% favorable rating)
- Q2d: I am satisfied with the relationships I have developed with my co-worker (63% favorable rating)

It should be noted that the timing of the initial survey unfortunately coincided with a series of events affecting State & university employees including the State of Wisconsin legislature’s passing of Act 10 and the start of the Human Resources Redesign Project. These events potentially affected employee morale and ultimately how they would have responded to the survey questions.

Additional analysis is required to determine the actual issues that the employees have, noting that due to the size of the CPLA office, even with a single individual employee having an issue with the timing of the survey or being influenced by outside pressures at the State level, this could have affected the outcome of the survey data dramatically.

Representation and Diversity

Current status: In reviewing the current staffing for CPLA, the group has an acceptable level of gender diversity with a 40% female to male ratio of staff. There is also currently 10% of ethnic diversity in the work group. All staff (100%) responded by saying their work unit is welcoming to all regardless of gender. A majority (88%) of staff responded that their work unit is welcoming to employees of color and/or sexual orientation.

Goal: Continue to maintain and support diversity in CPLA. When hiring new staff, recruit and promote diversity for persons of color. Track vacant positions and measure diversity of applicant pools and of the candidates hired.
Foster Student Talent

Current status: CPLA has provided a strong student intern program for over 30 years mainly employing students from the department of landscape architecture here at UW-Madison. The program provides students with hands-on, real world experience directly supporting their classroom activities and expanding the knowledge base related to large and small scale planning efforts on a major Big10 university campus. The student interns have been a valuable part of how this department has provided quality services to our customers and also allowed the students to participate daily in a wide variety of projects. In many cases student interns from CPLA have gone on to high-ranking design and planning positions in both private and public organizations. Many former student employees have kept in touch with our office through professional affiliations and organizations.

Goal: Continue to foster our student intern program. Encourage diversity in hiring decisions and promote leadership training and guidance.

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: Several employees need to have their position titles reviewed and upgraded based on their current job duties and the level of work they are performing. It was hoped that through the HR Redesign process, these changes could be made efficiently.

Goal: Review all CPLA staff position descriptions during FY14 to ensure that they are appropriately titled. In situations where a salary equity or market rate issue is identified, initiate action with upper management and human resources staff to address the concern.

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 CPLA employee in FY 14 so that they can grow and advance in their positions.

Increasing Engagement & Inclusion

Current status: Staff responded well to their thoughts about inclusion and engagement noting that:
- 75% said their opinion counts at work
- 88% said they are treated with respect at work
- 100% said they receive support & encouragement from others in their unit
- 88% said their co-workers value and respect each other
- 88% said they are satisfied with their job and their work unit
Q1e: Work unit feels comfortable to me (50% favorable rating)

Goal: Increase the favorable response rating on this topic on a steady basis to 75%.

Key Actions:
- Additional analysis is required to identify the issues more specifically as to whether the issues are physical, mental, internal or external sources. The intake process of gathering the specifics can be a part of the staff’s biweekly status updates or annual review with the director.
- Provide proper tools and equipment necessary to staff so they can successfully perform their job functions.
- Provide proper support/resources to address issues related to non-physical discomfort (i.e. referrals to UW-Madison Employee Assistance office).
- Ensure transparency of any new policies or work in progress initiated by top management, especially those that may potentially affect the CPLA staff.

Q1m: If I have a conflict with another employee, I know where to go to effectively resolve the issue (50% favorable)

Goal: Increase the favorable response rating on this topic on a steady basis to 75%.

Key Actions:
- Within FP&M, develop a communication plan including clear policies and promotion of campus resources/initiatives that are available related to solving employee conflict issues as they occur. Some of the campus resources that can be used are: Ombuds Office, FP&M/Campus Human Resources, and Employee Assistance programs. Each case should also have a follow-up process to confirm that a resolution has been met.
- Provide staff training necessary to effectively handle and resolve conflicts as early as possible.

Q1g: In the past six months I have seen disturbing conflicts in my work unit (63% favorable rating)

Goal: Increase the favorable response rating on this topic on a steady basis to 75%.

Key Actions:
- Additional analysis is required to identify the issues more specifically; whether the issues are internal within the department or from external sources. Refer staff to campus resources or appropriate personnel to rectify the conflict issues.
- Provide staff training necessary to effectively handle and resolve conflicts as early as possible.
• Encourage staff to share issues, concerns, conflicts with their supervisor as soon as they arise so options can be identified and issues can be handled effectively and in a timely fashion.

**Q2d: I am satisfied with the relationships I have developed with my co-workers (63% favorable rating)**

**Goal:** Increase the favorable response rating on this topic on a steady basis to 75%.

**Key Actions:**
• Solicit ideas from employees on how to identify the specific issues and barriers. Encourage staff to share their point of view of the problems. Knowing the actual issue would help identify specific solutions to the issues.

• Provide opportunities for employees to interact directly with other staff on a regular basis (within and outside the department) both on work assignments and socially.
  o Staff currently provides regular progress updates of their work for other employees (i.e. at monthly CPLA staff meetings and at the Project Coordination meetings with CP&D).
  o Encourage open-door policy for all staff, respecting other peoples time and in context of the issue at hand.
  o Create welcoming and inclusive work environment that would allow staff to fully develop positive working relationships with their peers.
  o Work with one-on-one with staff to set expectations for creating positive relationships within the work group.
  o Continue quarterly staff lunches away from the office to encourage team building and social interactions.

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