The following is the EID plan for FP&M’s Space Management Office 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. The plan will be revised on an ongoing 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 community actively engaged in providing exceptional services to the University of Wisconsin-Madison.*

**FP&M Shared Values:** *Shared values guide how we behave toward our customers, co-workers 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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The **Space Management Office** (SMO) created a draft EID plan within the framework of the EID plan developed by the Division of Facilities, Planning and Management. The office is represented on the FP&M EID team by Rob Shively. He conveyed the goals and key actions of the FP&M EID plan to Space Management staff in group sessions. The initial course was to review the mission, vision and core values from the 2006 SMO strategic plan and revise them as they appear below.
Mission

Analyze, acquire and allocate resources to support learning and working.

Vision

Provide the analytical infrastructure for informed decisions and innovative solutions about the sustainable and efficient use of buildings, land and learning environments.

Core Values

Quality Customer Service
   Provide customer focused products and services.
   Engage clients in order to convey the value of our contribution to campus.

Effective Communication
   Encourage open communication to develop beneficial partnerships.
   Continually improve information exchange.

Stewardship
   Support sustainable, effective, and efficient use of resources.

Collaborative work environment
   Foster opportunities for teamwork and collaboration.
   Allow autonomy, respect creativity, and provide opportunities for professional growth.
   Nurture an inclusive, engaged, and diverse work place.

Space Management is a relatively small office (14 FTE staff and two students) with many segmented and disparate functions. The functions include: space planning and analysis, real estate, leasing, and classroom planning and management. This situation presents unique challenges for identifying a common mission and vision.

Classroom Media Support (CMS) staff have offices in various locations on the central campus separate from the other Space Management staff housed in the WARF Building. These office arrangements are necessary to provide the most efficient and effective support for the faculty and instructional staff using the learning technology in the 150+ general assignment classrooms located in nearly 40 buildings. The geographical separation of CMS staff from the rest of SMO does complicate communication and hinders a sense of belonging to a cohesive unit. In order to keep the media specialists connected with their colleagues at WARF, Space Management must schedule frequent staff meetings and maintain good intra-department communication flow.
Although the office’s goals and EID plan goals are for the staff to bond and perform as a team, the limited organic overlap of functions and the physical separation make this a difficult proposition. If the goal is to be achieved, efforts will need to be made to identify and foster productive professional interactions in positive and respectful ways.

**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 utilized 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. Recruit and retain an inclusive and diverse 21st century workforce that fully recognizes and utilizes the talents, skills, and contributions of all employees.

In general, SMO staff responded well to the 2012 EID survey noting with unanimity **“Strengths”** indicated by the following questions.

- Q1i: I am comfortable providing feedback to my work unit on work issues (100%)
- Q1j: I am asked for input on work-related matters (100%)
- Q1l: My work unit feels safe to me (100%)
- Q4a: My work unit is successful at accomplishing its mission (100%)
- Q5f: My supervisor respects me and values my work (100%)
- Q5j: Policies are applied fairly in my unit (100%)

In contrast the 2012 EID survey highlighted the **“Areas of Improvement”** noted below with the lowest scores for the office.

- Q3e: Recognition is based on performance in my work unit (27%)
- Q3f: I am satisfied with the recognition I received in my work unit (36%)
- Q3h: I am given a real opportunity to improve my skills (45%)
- Q3i: It is clear to me what I need to learn to be adequately prepared for promotional opportunities (9%)
- Q3c: My job makes good use of my skills and abilities (55%)

Key actions are identified in the FP&M EID plan and the following actions/strategies are adopted for the Space Management EID plan. Special emphasis is placed on addressing the **“Areas of Improvement”** that were identified in SMO’s response to the 2012 VCFA EID survey. These are noted next to the key action where they apply.
**Increasing Representation and Recruitment**

**Goal 1:** Show a steady increase in the gender diversity and in the number of persons of color throughout the organization.

The permanent staff of the Space Management is currently comprised of 11 white males and three white females. Most of the staff have been with the office for over ten years resulting in an approximately 17 year average length of longevity. The relatively stable staffing limits the opportunities for changing the demographic of the office. Consequently concerted recruitment efforts will need to be made when opportunities arise.

**Actions/Strategies:**

- Develop statements setting expectations related to cultural competency/core values for all management positions, and similar statements for all staff.
- Update all position descriptions and incorporate statements into all position descriptions.
- Language in positions descriptions, job announcements and general communications should be inclusive and respectful.
- Create Core Cultural Competency hand out to be distributed to all SMO employees
- Create search and screen committees and interview panels that are diverse in gender, heritage, age, perspective, and include customer perspective, when appropriate. Prepare recruitment plans/strategies/successes for reporting at Leadership Team meetings.
- Create and distribute requirements of search and screen committees to members of the leadership team.
- Work with FP&M HR, OHR and the Urban League to create a pool of inclusive candidates.

**Expand External Recruitment Strategies**

**Actions/Strategies:**

- Train supervisors, search and screen committees and interview panels regarding: bias literacy (i.e. understanding bias/assumptions inherent in the screening and interviewing candidates); and, interviewing – parameters (what is legally required, what flexibility exists), crafting behavioral interview questions, evaluating responses, etc.
- Develop an FPM search and screen committee/interview panel training and require all supervisors, search and screen committee members, and interviews to take the training.
o Establish and communicate performance expectations by training supervisors on the process of setting expectations, managing performance; and, providing supervisors with guidance/training on relating job responsibilities to the FP&M and SMO missions, visions and core values. (Q3c)

o Develop training for supervisors on setting expectations and managing performance related to the FP&M/SMO mission.

**Foster Student Talent**

**Actions/Strategies:**

o WiGrow, the Student Leadership Initiative being advanced through the Office of the VCFA, will provide additional guidance on supporting student employees.

o Incorporate WiGrow toolkit into SMO student internship policy guide.

o Formalize the student internship program, connect with UW departments and expand across FP&M by extending internship opportunities to other UW-Madison departments to attract candidates outside FP&M’s area of technical expertise. Provide learning opportunities for student employees to develop skills in transitioning to permanent employment (within UW or to external employers) by resume writing (including identifying skills learned at SMO transferable to other employers) and interviewing.

o Develop and publish a SMO student internship policy guide.

o Supervisor works with student employees to identify a skill set(s) they want to develop

o Students are then partnered with a SMO staff mentor on a project where they can focus on developing the skill set.

o Quarterly review sessions with mentor, supervisor, (director), and student to the review project and skill development.

o Train supervisors how to coach students.

**Develop Internal Talent**

**Actions/Strategies:**

o Set expectation supervisors will provide employees with opportunities to build skills that will allow them to promote within SMO or FP&M or compete for positions external to the organization. (Q3c; Q3i)

o Employee works with supervisor to assess current skills and create a professional development plan.
Employee and supervisor jointly create a professional development plan based on the skill assessment. This plan will include identifying resources, developing a timeline, and setting benchmarks.

At the discretion of the director, SMO work assignments will be used as a skill development resource.

The professional development plan will be intergraded into the annual review process.

Provide a mechanism to inform SMO staff of current vacancies. (Q3i)

Communicate all current vacancies on a regular basis.

Provide opportunities for employees to enroll in office-funded professional development, training and conferences intended to strengthen their job roles and improve performance. The office will also support, as appropriate, institutional memberships in relevant professional organizations. (Q3h)

Communicate training opportunities via email on postings.

Supervisor should identify and discuss relevant training opportunities with staff that fit their professional development plan.

Periodic review of professional growth plan.

Provide feedback/mentoring to internal candidates who are not selected so they understand what to improve upon or consider doing differently in the future.

Schedule an exit interview review with non-selected internal candidates.

**Increasing Engagement**

**Goal 2:** Increase participation in the EID survey to at least 80%, with a specific goal of increasing participation among the various heritage groups.

**Goal 3:** Increase the EID survey ratings of engagement on a long-term trend basis.

**Actions/Strategies:**

Continue to involve staff in EID plan development.

Make EID updates a standing item on all staff meeting agenda.
Create a consistent performance evaluation system in SMO. Performance evaluations should identify specific goals for each individual employee, methods for career development, and include outlines of personal improvement plans. (Q3e)

Incorporate the professional development plan in the annual review.

Provide the training necessary for supervisors to meet/exceed expectations. This includes the ability to connect with and engage employees; provide timely and ongoing feedback; provide positive feedback as well as constructive criticism; establish a mentor/mentee relationship between supervisors and employees; and listening skills. (Q3e)

Include supervisory skill set development as part of each supervisor’s professional development plan and annual review.

Acknowledge contributions and recognize employees by: soliciting ideas from employees about types of recognition that are well received; and, setting expectation for leaders to routinely model ways to acknowledge/recognize employees.

Create a communication campaign to keep employees informed. Determine content, process, and responsible parties to keep information current. Provide consistent information across the organization.

Provide equal opportunities and access to information.

Use email to share current information with all employees.

Develop a protected departmental area in the SMO web site where documents can be posted and information shared. Such as meeting minutes and job listings

Create/identify physical space that supports engagement.

Encourage using the soft seating area in the room 807 as an informal meeting space.

Ensure employees have the necessary resources and technology to be successful in their jobs.

Develop a SMO technology upgrade/replacement plan for software and hardware.

### Increasing Inclusion

**Goal 4:** Create a welcoming and inclusive work environment that allows all staff to contribute fully and be successful at their jobs.

**Actions/Strategies:**

Be mindful of language used both in formal communication and in informal discussion.
• Encourage transparency in communication. Supervisors should be encouraged to pass on information to the best of their ability, with the information available at the time.

• Translate SMO and FP&M values into appropriate behavior.

• Help employees find/use their voice. Provide training, coaching, mentoring to assist employees in respectfully communicating needs.

• Make inclusion part of regular SMO departmental meetings. Engage in conversation to learn other perspectives and to avoid assumptions that lead one to misinterpret behavior.