



# ENGAGEMENT, INCLUSION AND DIVERSITY

University of Wisconsin-Madison

## Facilities Planning and Management 2020 EID SURVEY ACTION PLAN

DATE: November 2020

### INTRODUCTION/ SUMMARY

Facilities Planning & Management is a people-centered organization that aims to be an inclusive and diverse team working together to provide exceptional service to our university community. FP&M's Engagement, Inclusion, and Diversity (EID) initiatives integrate biennial employee survey results with organizational strategic priorities to advance projects that aim to make FP&M one of the best places to work on campus. This year's survey results were evaluated and discussed by both the Facilities Leadership Team and the FP&M divisional EID team to identify themes, areas of opportunity, and priorities. FP&M will focus on programs and activities in areas that are tailored to our unique population of front-line staff, trades employees, and administrative and technical staff that work three shifts and speak multiple languages.

**PROGRESS  
UPDATE**

(SINCE LAST EID  
SURVEY ACTION  
PLAN)

**2018 Priorities and Activities**

- 1) **Build capacity and skills for leadership, managers and supervisors to be effective in their roles and to be accessible and accountable to employees**
  - **Develop a comprehensive leadership and management development program, including ongoing leadership development for all leadership roles. Identify and focus on the top 3-5 most important core competencies for managers and leaders. Build on existing campus resources to meet FP&M-specific needs and objectives.** *In the last two years the primary focus has been on policy and process training (Recruiting & Selection which included the Unconscious Bias video (60% completion), PMDP (48% completion), Hostile & Intimidating Behavior Policy & Process (80% completion)). Discussions about core competencies and tools to assess have been had with OHR Learning & Talent Development and FP&M, especially around EID competencies but the process has not been completed.*
  - **Create a series of open forums and facilitated listening sessions so that employees can interact directly with the AVC and directors.** *Forums were held.*
  - **Create a method for evaluating units with low survey results to determine root causes and implement solutions as appropriate.** *AVC Office reviewed survey results for possible causes of low response rates.*
- 2) **Provide professional development and training opportunities for employees to build their skills and grow in their roles.**
  - **Create expectations for employees to review, evaluate, and share knowledge and lessons learned from training and professional development events.** *While some departments and units do share out training results the expectation has not been widely developed across the division.*
  - **Create informational resources for employees to increase understanding of how career development and advancement works at the university.** *Updated Inside FP&M Training webpage to highlight the new UW Professional Development resources and the FP&M Training Course Calendar which highlights UW & LinkedIn Learning courses sorted by FP&M's Criteria for Success (behavioral competencies). These resources and tools were highlighted in each FP&M Employee Newsletter and in bi-weekly Supervisor Update meetings. Partnered with AIMS to design and purchase a 20-unit portable laptop cart to enable technology training on Basic Workplace Computer Skills, Basic Excel – Level 1 and 2, Intro to Outlook – Level 1 and 2 and Assetworks. Added these classes to the FP&M Training Course Calendar and delivered training to new employees in their first 30 days. Also used the laptops to deliver New Employee Orientation to Custodial staff, Benefits Enrollment and professional development training for Grounds and Physical Plant.*
- 3) **Employees are aware of promotional opportunities and are recognized for their work**
  - **Create permanent structures to sustain the newly created divisional employee recognition program.** *The divisional employee recognition program is generally supported, and it is anticipated it will be sustained long term. In summer 2020 the divisional awards were successfully announced in a virtual ceremony despite COVID-19.*
  - **Expand the employee recognition program to the department and unit levels.** *While some units and departments do undertake employee recognition, the division has not broadly expanded departmental and unit recognition programs.*
  - **Educate and engage employees in how to recognize others and how to receive recognition.** *FPM has increased divisional recognition efforts, including employee shouts outs, to create a culture of recognition.*
- 4) **Policies are widely known, are accessible and are applied equitably to employees**
  - **Update outdated policies/procedures and train employees; establish clear expectations for how supervisors consume, understand, apply, and transmit policy/procedure information; and, establish clear expectations for how employees consume, understand, and follow policies and procedures.** *In the last two years the primary focus has been on policy and process training for Supervisors (Recruiting & Selection which included the Unconscious Bias video (60% completion), PMDP (48% completion), Hostile & Intimidating Behavior Policy & Process (80% completion)). The new FP&M employee newsletter points to policies and since the COVID-19 pandemic, applicable policies have been reviewed in the bi-weekly Supervisor Update meeting.*
  - **Establish clear expectations for the type, frequency, and deadlines for the translation of employee materials, including policies.** *Expectations have not yet been broadly set, but translation efforts have improved, including implementation of the WhatsApp translation service.*

<p><b>EID PRIORITY 1:</b> Inclusion</p>	<p><b>OBJECTIVE(S)/OUTCOME(S):</b></p> <ul style="list-style-type: none"> <li>● Important communications are provided in formats accessible to all employees</li> <li>● Employees feel they have the opportunity to provide feedback to leadership</li> <li>● Uncover root causes and conditions for employees feeling excluded</li> </ul>	<p><b>ACTIVITIES:</b></p> <ul style="list-style-type: none"> <li>● Develop guidelines for when translations are done</li> <li>● Hard copy postings of important communications are made available</li> <li>● Listening/Q&amp;A sessions with leadership team using questions solicited in advance from employees</li> <li>● Pulse survey of employees by department to determine causes of feelings of exclusion and opportunities for inclusion</li> </ul>	<p><b>MEASURE(S):</b></p> <ul style="list-style-type: none"> <li>● Guidelines for translations complete by 6/2021</li> <li>● AVC hold at least 2 listening/Q&amp;A sessions per year in 2021 and 2022</li> <li>● Complete pulse survey on inclusion / exclusion with questions about accessibility of communications by 6/2021 with results reported out by 8/2021</li> <li>● Set actionable goals for inclusion based on results of survey by 10/2021</li> </ul>
<p><b>EID PRIORITY 2:</b> Diversity</p>	<p><b>OBJECTIVE(S)/OUTCOME(S):</b></p> <ul style="list-style-type: none"> <li>● Improve the diversity of new hires and promotions across all departments and at all levels</li> <li>● Managers/supervisors/leadership team educated on unconscious bias and racial justice topics</li> <li>● Encourage celebration of diverse cultures</li> </ul>	<p><b>ACTIVITIES:</b></p> <ul style="list-style-type: none"> <li>● HR assist those hiring in all departments and at all levels of where/how to advertise open positions to a diverse potential pool</li> <li>● Managers/supervisors/leadership complete EID trainings drawn from existing resources at UW Madison</li> <li>● Promote affinity groups and campus cultural awareness/celebrations in FPM communications</li> </ul>	<p><b>MEASURE(S):</b></p> <ul style="list-style-type: none"> <li>● Track demographics of staff (gender, race, age) by department, salary range and management level by 3/2021 and report out annually</li> <li>● Set realistic goals for increasing diversity by 6/2021</li> <li>● Track completion of unconscious bias / racial justice training for Managers / supervisors / leadership of at least one class per year</li> <li>● Each employee newsletter includes a cultural awareness component</li> </ul>
<p><b>EID PRIORITY 3:</b> Career fulfillment and advancement</p>	<p><b>OBJECTIVE(S)/OUTCOME(S):</b></p> <ul style="list-style-type: none"> <li>● Employees are aware of and have access to opportunities to learn and grow</li> <li>● Develop management competencies for all levels of leadership</li> </ul>	<p><b>ACTIVITIES:</b></p> <ul style="list-style-type: none"> <li>● Continue to develop the FPM training portal</li> <li>● Employees are made aware of career development resources and are encouraged to set career goals in their PMDP conversations and in accessible communications</li> <li>● Identify and focus on the top 3 competencies for managers and leaders</li> <li>● Build on existing management development campus resources to meet FP&amp;M-specific needs and objectives</li> </ul>	<p><b>MEASURE(S):</b></p> <ul style="list-style-type: none"> <li>● Training portal complete by 12/2021</li> <li>● Communicate competencies and expectations to all managers through training and in PMDP conversations by 1/2022</li> <li>● Complete a pulse survey on awareness and utilization of career development resources by 8/2022</li> </ul>
<p><b>EID PRIORITY 4:</b> Recognition</p>	<p><b>OBJECTIVE(S)/OUTCOME(S):</b></p> <ul style="list-style-type: none"> <li>● Managers/supervisors/leadership understand the importance of and are comfortable using different types of employee recognition</li> <li>● Employees &amp; customers are informed about how to informally recognize coworkers/employees.</li> </ul>	<p><b>ACTIVITIES:</b></p> <ul style="list-style-type: none"> <li>● Manager/supervisor/leadership training on recognition</li> <li>● Recognition elevated in Inside FPM and employee communications (including ways to recognize coworkers)</li> </ul>	<p><b>MEASURE(S):</b></p> <ul style="list-style-type: none"> <li>● All managers / supervisors complete recognition training by 6/ 2021</li> <li>● Pulse survey to determine if employees feel recognition needs are being met by 12/2021 with results reported out by 2/2022</li> </ul>

