Engagement, Inclusion, and Diversity Council
VICE CHANCELLOR FOR FINANCE AND ADMINISTRATION
UNIVERSITY OF WISCONSIN–MADISON

INTRODUCTION	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. The results of these discussions overlapped significantly and also fell in line with EID priorities defined by the VCFA EID Council. As such, 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** | The FY18 EID action plan for FP&M focused on seven key areas: 1) diversity recruitment and retention; 2) employee onboarding and performance management; 3) manager and supervisor training; 4) development of internal talent; 5) employee recognition; 6) communication; and, 7) inclusion. Each key area includes 2-5 key actions, which in turn form the basis for advancement of employee engagement, inclusion, and diversity.

In the intervening year, FP&M focused its EID activities on the following initiatives:

Recognition. FP&M recently began work on a division-wide employee recognition program, in addition to Length of Service awards, Employee of the Month awards, and others avenues of employee recognition. FP&M created a division-wide recognition program, solicited nominations for recognition awards from across campus, and then held two awards ceremonies to celebrate the successes of the award recipients, and the entire division. The Physical Plant has also implemented a quarterly employee program to recognize employees, supervisors, and teams for their exceptional work. The Facilities Leadership Team also devotes time in each of its weekly meetings to recognize the excellent work of FP&M employees.

Transitional Work for Veterans. FP&M formed a partnership with the Department of Veterans Affairs to provide transitional work assignments for qualifying veterans as part of the VA's vocational rehabilitation program, with funding from a Baldwin Wisconsin Idea Innovation Grant. Since this program began, a number of veterans have been assigned to FP&M on a temporary basis. Two of these veterans have since been hired by FP&M after they completed their temporary assignments and successfully competed for full-time positions in the Physical Plant. FP&M also recently received an Employer Award from the VA Therapeutic Supported Employment Services (TSES) program for this work.

Wellness. FP&M created a pilot wellness initiative to support the overall well-being of FP&M employees by: creating opportunities for employees to explore, learn about, and enhance their health and well-being; increasing awareness about wellness supporting activities on the UW-Madison campus; and, identifying needs for and supporting policy and environmental changes that support wellness. This limited pilot is now beginning to expand to the entire division.

Communications. FP&M supports effective employee communications with all-staff and departmental mailing lists, monthly newsletters, weekly vacancy announcements, a variety of printed materials, and Inside FP&M—a website that focuses entirely on tools and information for FP&M employees. |

Performance Management. FP&M implemented the new, campus-wide Performance Management and Development Program (PMDP). PMDP will streamline FP&M's performance management process by providing a better tracking mechanism that will not only show completion rates but will also provide insight into conversations supervisors are having with their employees about personal development and career advancement. Supervisors and managers were trained to use the PMDP system and began using it when setting FY19 performance goals, which include EID-related goals.

Training & Development. Due to high participation rates in Workplace English classes conducted by Cultural Linguistic Services, FP&M (and UW Housing) have been asked to participate in a new pilot advanced-English class. These programs have been highly beneficial to our employees and have been greatly supported by our supervisors. This new pilot class begins in October 2018.

In addition to these new initiatives, FP&M continues to make significant progress on a wide array of EID initiatives, including recruitment, onboarding, performance management, supervisor training, and career advancement.

FP&M will identify responsible parties for each activity, as well as specific goals/metrics, when each project is chartered and implemented. Activities are generally listed in priority order; we will further determine the relatively priority of each activity as planning and resource allocation proceed.

| **VCFA EID PRIORITY 1:**

Build capacity and skills for leadership, managers and supervisors to be effective in their roles and to be accessible and accountable to employees | **OBJECTIVES/OUTCOMES:**

● Increase capacity of leaders, managers and supervisors to be effective in their roles. Includes EID competencies.
● Increase accessibility and accountability of leaders, managers, and supervisors to their employees or direct reports.
● Provide greater inspirational leadership, including improved levels of trust. | **ACTIVITIES:**

● 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.
● Create a series of open forums and facilitated listening sessions so that employees can interact directly with the AVC and directors.
● Create a method for evaluating units with low survey results to determine root causes and implement solutions as appropriate. | **MEASURES:**

● Leadership and management training program created and implemented. Core competencies identified. Number and percentage of employees trained.
● Number of open forums and listening sessions conducted. Number and percentage of employees that attend.
● Method for evaluating units with low survey results created and implemented. Number of units engaged. Number of solutions identified and implemented. |
| **VCFA EID PRIORITY 2:**

Provide professional development and training opportunities for employees to build their skills and grow in their roles | **OBJECTIVES/OUTCOMES:**

● Increase professional development and training opportunities for employees.
● Increase opportunities for employees to build their skills and grow in their roles.
● Increase employee awareness of promotional opportunities within their area. | **ACTIVITIES:**

● Create expectations for employees to review, evaluate, and share knowledge and lessons learned from training and professional development events.
● Create informational resources for employees to increase understanding of how career development and advancement works at the university. | **MEASURES:**

● Number and percentage of training events reviewed by employees that they attended.
● Number of informational resources created for employees. Number and percentage of employees that use or receive this information. |

VCFA EID PRIORITY 3:	**OBJECTIVES/OUTCOMES:**	**ACTIVITIES:**	**MEASURES:**
Employees are aware of promotional opportunities and are recognized for their work	• Increase recognition of employees for their work. • Improve communication of accomplishments and successes. • Increase celebration of successes and increase taking time to recognize what we do well.	• Create permanent structures to sustain the newly-created divisional employee recognition program. • Expand the employee recognition program to the department and unit levels. • Educate and engage employees in how to recognize others and how to receive recognition. *See Priority 2 for activities related to promotional opportunities.*	• Frequency and type of recognition programs at the division, department, and unit levels. • Recognition survey results are favorable and have adequate participation. • Number of employees formally recognized at the division, department, and unit levels. • Number of FP&M departments and units with established recognition programs. • Education and engagement program created and implemented. Number of employees engaged.
VCFA EID PRIORITY 4:	**OBJECTIVES/OUTCOMES:**	**ACTIVITIES:**	**MEASURES:**
Policies are widely known, are accessible and are applied equitably to employees	• Increase knowledge of policies. • Increase accessibility of policies. • Increase equitable application of policies 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. • Establish clear expectations for the type, frequency, and deadlines for the translation of employee materials, including policies.	• Number policies updated, trained, and transmitted to employees. • Employee manual updated, published, and distributed to employees. • Supervisor expectations defined and trained. Number and percentage of supervisors trained. • Employee expectations defined and published. • Percentage of translations completed within the identified time frame.

CONTACT INFORMATION

For more information or details about the Employee Engagement, Inclusion & Diversity action plan and initiatives within the **Division of Facilities Planning & Management**, please contact:

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