

Facilities Planning and Management: 2020 EID SURVEY ACTION PLAN

IMPLEMENTATION TIMELINE Updated: 1/28/2020

MarComm = FPM Marketing and Communications unit in AVC office; HR = FPM Human Resources

EID Priority	Plan Activity	Plan Measure	Lead	Basic Steps
Inclusion/ Diversity	Promote affinity groups and campus cultural awareness/celebrations in FPM communications	Each employee newsletter includes a cultural awareness component JAN 2021 ADDITION: Affinity group information is included in follow up communications during FPM onboarding	MarComm (Allison) - ongoing communications Lisa Raetzman – FPM Onboarding Coordinator	<ul style="list-style-type: none"> • MarComm work with HR to create working plan for sharing cultural awareness topics (7/2020 - Complete) • Share Diversity and Culture Plan with EID team (2/2021) • EID committee to review Plan/provide feedback to incorporate into working plan (2/2021) • Add Affinity Group awareness to 90 Day Onboarding survey • Year-end metrics report (1/2022)
Inclusion	Listening/Q&A sessions with leadership team using questions solicited in advance from employees	AVC hold at least 2 listening/Q&A sessions per year in 2021 and 2022	AVC Office (Margaret/Rob), MarComm & Alicia	<ul style="list-style-type: none"> • Set date for first meeting (deadline 3/2021) • Develop format / consider better platforms that allow for more interactivity (like UW Forums/Town Halls for first meeting) • Collect questions prior to meeting and develop responses • Hold meeting and post recording after (two meetings complete by 12/2021) • Follow up on issues uncovered

Diversity	<p>HR assist those hiring in all departments and at all levels of where/how to advertise open positions to a diverse potential pool</p> <p>JAN 2021 REVISION: Increase diversity of applicant pools at all employment levels</p>	<p>Track demographics of staff (gender, race, age) by department, salary range and management level by 3/2021 and continue to report quarterly</p> <p>Set realistic goals for increasing diversity in employment categories and management levels by 6/2021</p> <p>JAN 2021 ADDITION: Information on where/how to advertise open positions to a diverse pool is made available in recruitment guidance, promoted by HR hiring staff and called to supervisors' attention at a weekly Supervisor meeting</p>	<p>HR (Dawn) - demographic report & assisting with how open positions are posted</p> <p>EID Committee & FPM Core Leadership working with HR to develop goals for increasing diversity</p>	<ul style="list-style-type: none"> • Develop and report out on demographics (deadline 3/2021) • Supervisors are pointed to guidance online regarding hiring for diverse pools at a weekly supervisor meeting (deadline within two months after hiring freeze is lifted) (deadline 3/2021) • Recruitment guidance online includes information on where/how to advertise to a diverse pool (deadline 3/2021) • All FPM HR hiring staff are trained to encourage recruiting for diverse pools (deadline 6/2021) • EID Committee meets with Core Leadership to discuss developing actionable goals regarding diversity (deadline 6/2021)
Inclusion	Hard copy postings of important communications are made available	<p>Complete pulse survey on inclusion / exclusion with questions about accessibility of communications by 6/2021 with results reported out by 8/2021</p> <p>JAN 2021 REVISION: Develop plan for assuring hard copy postings are available and implement plan.</p>	<p>MarComm (Allison) with input from EID Committee</p> <p>Supervisors take responsibility for printing/posting</p>	<ul style="list-style-type: none"> • Pilot rollout of departmental printing/distribution of employee newsletter (1/2021 - complete) • Supervisor meeting - emphasize the need for supervisors to print newsletters where needed (2/2021). Includes appointing someone as a contact in each unit to print/distribute and MarComm email for feedback • Adjust hard copy posting plan as needed
Inclusion	Pulse survey of employees by department to determine causes of feelings of exclusion and opportunities for inclusion	<p>Complete pulse survey on inclusion / exclusion with questions about accessibility of communications by 8/2021 with results reported out by 10/2021</p> <p>Set actionable goals for inclusion based on results of survey by 12/2021</p>	<p>EID committee & FPM Core Leadership-develop actionable goals regarding feelings of exclusion</p> <p>HR (Alicia) and MarComm (Allison)- assist with implementation of pulse survey</p>	<ul style="list-style-type: none"> • Develop pulse survey questions (spring 2021 EID committee work with HR & MarComm). • Implement pulse survey (deadline 8/2021) • Report pulse survey (deadline 10/2021) • EID Committee meets with Core Leadership to discuss developing actionable goals regarding exclusion (deadline 12/2021) • Develop/implement plan towards actionable goals (deadline 12/2021)

Inclusion/ Diversity	Develop guidelines for when translations are done	Guidelines for translations complete by 6/2021	MarComm (Kelly O' Loughlin & Allison) & CLS	<ul style="list-style-type: none"> • FP&M MarComm meet with CLS (3/2021, complete) • MarComm to create a Draft/working version of translation Guidance; update as appropriate (3/2021) • MarComm to draft a flowchart for decision-making around translations (deadline 3/2021) • MarComm completes a Plain Language course, as recommended by CLS (Allison to take next available Introduction to Plain Language course, April-May 2021) • Set up CLS meeting w/ EID committee for feedback/discussion, as needed (5/2021, as needed) • Document the translation guidelines (6/2021)
Career fulfillment and advancement	Continue to develop the FPM training portal	Training portal complete by 10/2021	HR (Alicia) & MarComm (designee)	<ul style="list-style-type: none"> • In process...Deadline 10/2021
Recognition	Manager/supervisor/leadership training on recognition	All managers / supervisors complete recognition training by 6/2022	HR (Alicia)– implementation EID Committee & AVC – discuss requirements	<ul style="list-style-type: none"> • Develop list of qualifying trainings (deadline 6/2021) • Margaret/Dar will talk to Rob Cramer about if training will be designated as required (deadline 6/2021). Discuss how to incentivize/prioritize these trainings and how often training should be refreshed. • Track trainings taken (begin when training portal is complete in late 2021) • All managers/supervisors complete training (deadline 8/2022)
Recognition	Recognition elevated in Inside FPM and employee communications (including ways to recognize coworkers)	Pulse survey to determine if employees feel recognition needs are being met by 8/2021 with results reported out by 10/2022 (Done in conjunction with inclusion/exclusion survey)	MarComm (Allison) with input from EID Committee	<ul style="list-style-type: none"> • MarComm continue to work with Employee Recognition Committee to provide regular content in employee newsletter (current, ongoing) • Combine pulse survey questions with the one addressing exclusion. MarComm work with Recognition Committee to develop recognition-related questions (timeline dependent on Pulse Survey) • Incorporate Recognition content on Inside FPM website revamp plan (3/ 2021)

Engagement/ Inclusion/ Diversity	Identify and focus on the top 3 EID competencies for managers and leaders	Communicate EID competencies and expectations to all managers through training and in PMDP conversations by 1/2022	EID committee, AVC & FPM Core Leadership - develop EID competencies and discuss requirements HR (Alicia)-present to staff and include in trainings	<ul style="list-style-type: none"> EID committee develop a list of core competencies and circulate for input from core leadership and HR (summer/fall 2021) Report out list to all managers with instructions to include in PMDP via email or weekly supervisor meeting (early winter 2021) These competencies are folded into the supervisor PMDP training sessions (deadline 1/2022)
Engagement/ Inclusion/ Diversity	Managers/supervisors/leadership complete EID trainings drawn from existing resources at UW Madison	Track completion of unconscious bias / racial justice training for Managers / supervisors / leadership of at least one class per year	HR (Alicia) – implementation EID Committee & AVC – discuss requiring if not required already	<ul style="list-style-type: none"> Develop list of qualifying trainings (deadline 6/2021) Margaret/Dar will talk to Rob Cramer about if training will be designated as required (deadline 6/2021). Discuss how to incentivize/prioritize these trainings and how often training should be refreshed. Track trainings taken (begin when training portal is complete in late 2021) All managers/supervisors complete training (deadline 6/2022)
Career fulfillment and advancement	Employees are made aware of career development resources and are encouraged to set career goals in their PMDP conversations and in accessible communications Build on existing campus resources on management development in order to meet FP&M-specific needs and objectives	Complete a pulse survey on awareness and utilization of career development resources JAN 2021 REVISION: Discuss how career development varies by FPM unit and develop a plan for strategies that address the different needs of different units with respect to making career developing information accessible. Then implement the plan.	FPM EID Committee & Core Leadership working with HR (Alicia). Seek Champion on EID Committee.	<ul style="list-style-type: none"> FPM EID Committee sets aside time to brainstorm strategies that apply to their work areas (deadline 8/2021) Core leadership provides feedback on concepts (deadline 10/2021) Committee works with HR to develop implementation plans on new strategies (for example, brown bags or career fair or other) (deadline for plan 2/2022; deadline for implementation developed when plan is developed)

<p>EID PRIORITY 1: Inclusion</p>	<p>OBJECTIVE(S)/OUTCOME(S):</p> <ul style="list-style-type: none"> ● Important communications are provided in formats accessible to all employees ● Employees feel they have the opportunity to provide feedback to leadership ● Uncover root causes and conditions for employees feeling excluded 	<p>EID PRIORITY 3: Career fulfillment and advancement</p>	<p>OBJECTIVE(S)/OUTCOME(S):</p> <ul style="list-style-type: none"> ● Employees are aware of and have access to opportunities to learn and grow ● Develop management competencies for all levels of leaders
<p>EID PRIORITY 2: Diversity</p>	<p>OBJECTIVE(S)/OUTCOME(S):</p> <ul style="list-style-type: none"> ● Improve the diversity of new hires and promotions across all departments and at all levels ● Managers/supervisors/leadership team educated on unconscious bias and racial justice topics ● Encourage celebration of diverse cultures 	<p>EID PRIORITY 4: Recognition</p>	<p>OBJECTIVE(S)/OUTCOME(S):</p> <ul style="list-style-type: none"> ● Managers/supervisors/leadership understand the importance of and are comfortable using different types of employee recognition ● Employees & customers are informed about how to informally recognize coworkers/employees.