



**Engagement, Inclusion,  
and Diversity Council**

VICE CHANCELLOR FOR FINANCE AND ADMINISTRATION  
UNIVERSITY OF WISCONSIN-MADISON

**Division of Business Services (DoBS)  
ACTION PLAN**

DATE: 11/1/18

<b>INTRODUCTION/ SUMMARY</b>	The FY19 DoBS Engagement, Inclusion and Diversity (EID) Action Plan builds on the division's prior plans. The plan continues to reinforce supporting a positive work environment and identifies related goals.
<b>PROGRESS UPDATE</b> <i>(SINCE LAST EID ACTION PLAN)</i>	<p>There have been several efforts by members of the Division, including the EID Committee, since the 2018 EID action plan was developed, including, but not limited to:</p> <ul style="list-style-type: none"><li>• Updated the Division EID Committee Charter <a href="https://bussvcintranet.wiscweb.wisc.edu/wp-content/uploads/sites/112/2018/09/BusSvc-EID-Committee-Charter-Sept-2018.pdf">https://bussvcintranet.wiscweb.wisc.edu/wp-content/uploads/sites/112/2018/09/BusSvc-EID-Committee-Charter-Sept-2018.pdf</a></li><li>• Participated in the UW-Madison Green DOT program.</li><li>• Initiated a Division Go Big Read of Hillbilly Elegy followed by brown bag optional discussion sessions.</li><li>• Piloted a Leadership Institute facilitated discussion with the EID Committee. After the Leadership Institute has determined revisions being made to the curriculum, the Division's EID Committee is interested in further facilitated Division sessions.</li><li>• Expanded the Accounting Services Community Committee to include representatives of all units within the Division. The Division of Business Services Community Committee (BSCC) has developed a calendar of events and meets on a regular, periodic basis. Division leadership is committed to providing the support and resources needed towards the continued, positive impact of the BSCC <a href="https://intranet.bussvc.wisc.edu/bbcc/">https://intranet.bussvc.wisc.edu/bbcc/</a>.</li></ul> <p>The Division, with assistance from the Office of Strategic Consulting, held three facilitated sessions with EID Committee representatives, managers and supervisors as well as a clarifying survey to the entire Division team to narrow down priorities, since receiving the results of the FY18 EID Survey. Noting that survey results indicated a positive EID related results favorability trend, there remain opportunities for continuous improvement, with the priorities largely aligned with the VCFA results overall. The top four priorities which surfaced from those engagements follow. Some connect with the FY19 action plan and some have already been addressed:</p> <ul style="list-style-type: none"><li>• Create and Implement a Clear Process for Staff Promotion or Progression<ul style="list-style-type: none"><li>○ Partner with Human Resources regarding progression; one example was to explore a floater concept which would offer some personnel structured rotation of roles (see action plan).</li><li>○ Create a position's available section on the DoBS intranet site (or a link to OHR's) (see action plan).</li></ul></li></ul>

- Provide Sufficient Resources to Support One's Job
  - Establish an Onboarding and Mentoring Program (both have been launched).
- Support Professional Development by Allowing Time and Providing Resources
  - Rewrite position description's (Position Descriptions were updated when the DoBS adopted use of the Performance Management Development Program tool for FY18 performance reviews; further efforts anticipated in connection with Title and Total Compensation Study).
  - Mandated and in-person training (see action plan).
- Provide Effective Ways to Recognize Contributions
  - Employee recognition program (see action plan).

	<b>OBJECTIVE(S)/OUTCOME(S):</b> What are measureable targets to address this priority? What outcomes would you like to achieve?	<b>ACTIVITIES:</b> What action steps can be taken to achieve this objective/outcome? What is the expected timeline to complete this activity?	<b>MEASURE(S):</b> How will this objective/outcome be measured? How will progress be measured?
<p><b>VCFA EID PRIORITY 1:</b> Build capacity and skills for leadership, managers and supervisors to be effective in their roles and to be accessible and accountable to employees.</p>	<p><b>OBJECTIVE(S)/OUTCOME(S):</b></p> <ul style="list-style-type: none"> <li>● Contribute to team engagement across the Division and the units.</li> <li>● Refine a process, and require, managers and supervisors to meet and check-in with employees on a regular basis (e.g. weekly status meetings).</li> <li>● Offer mechanisms for employees to share feedback or voice concerns throughout the year.</li> <li>● Ensure EID commitments are equally a priority of all the units within the Division.</li> <li>● Establish and periodically review successful supervision core competencies in consideration of OHR</li> </ul>	<p><b>ACTIVITIES:</b></p> <ul style="list-style-type: none"> <li>● Develop a periodic forum construct which invites cross-unit interactions with unit leaders and managers for members of the Division team to get better acquainted with them and learn more about the various functional activities of the Division.</li> <li>● Continue to have regular, periodic unit specific 1:1 and team meetings.</li> <li>● Reinforce the availability of the intranet suggestion box.</li> <li>● Require EID commitments from each unit annually.</li> <li>● Encourage periodic refresher related OHR training for managers and supervisors.</li> </ul>	<p><b>MEASURE(S):</b></p> <ul style="list-style-type: none"> <li>● Develop a feedback survey mechanism to continue to develop and refine the cross-unit offering</li> <li>● Include as a leadership team agenda topic to be addressed on a regular, periodic basis.</li> <li>● Internal periodic messaging to the Division team.</li> <li>● Establish a schedule which aligns with the fiscal year Division cycle of activities and key events.</li> <li>● Incorporate in to the manager/supervisor annual performance review process.</li> </ul>

	principles of supervision and management.		
<p><b>VCFA EID PRIORITY 2:</b> Provide professional development and training opportunities for employees to build their skills and grow in their roles</p>	<p><b>OBJECTIVE(S)/OUTCOME(S):</b></p> <ul style="list-style-type: none"> <li>● Encourage training beneficial to being effective both personally and professionally.</li> <li>● Continue to refine onboarding process and train supervisors on its use.</li> </ul>	<p><b>ACTIVITIES:</b></p> <ul style="list-style-type: none"> <li>● Use a consistent process to gather requests for training across all the units of the Division. Where costs are involved e.g. hotel/airfare, include estimates to ensure allocation of resource fairness across the Division.</li> <li>● Reinforce the expectation to follow the onboarding structure established for the Division, including the use of mentors for new employees.</li> </ul>	<p><b>MEASURE(S):</b></p> <ul style="list-style-type: none"> <li>● Maintain training tracking and recognize activities individuals participated in annual performance review process.</li> <li>● Solicit feedback from new employees and their supervisors six months following new employee start date.</li> </ul>
<p><b>VCFA EID PRIORITY 3:</b> Employees are recognized for their work and are aware of promotional opportunities within their unit.</p>	<p><b>OBJECTIVE(S)/OUTCOME(S):</b></p> <ul style="list-style-type: none"> <li>● Continued emphasis on opportunities for interaction with top leadership and opportunities for growth.</li> <li>● Establish an Employee Recognition Work Team to strategize and implement a DoBS Employee Recognition Rewards Program and recognize staff at the annual business meeting luncheon event.</li> <li>● Explore other opportunity related suggestions, including, but not limited to, potentially offering a “floater” rotation program for employees</li> </ul>	<p><b>ACTIVITIES:</b></p> <ul style="list-style-type: none"> <li>● Build on recent efforts for periodic interactions, including developing a casual coffee with campus leaders on a periodic basis (potentially Dean's, Directors and/or other functional leaders from across campus) and making information available on the DoBS intranet site regarding position opportunities.</li> <li>● Develop a program structure which identifies evaluation criteria (performance, community involvement, etc.), a nomination review committee and a time line.</li> </ul>	<p><b>MEASURE(S):</b></p> <ul style="list-style-type: none"> <li>● Program has been launched and feedback solicited towards continuous development of this offering.</li> <li>● Successful introduction and launch with recognition at the FY20 annual business meeting luncheon.</li> </ul>
<p><b>VCFA EID PRIORITY 4:</b> Policies are widely known, are accessible and are applied equitably to employees.</p>	<p><b>OBJECTIVE(S)/OUTCOME(S):</b></p> <ul style="list-style-type: none"> <li>● Complete the refresh and rollout of the Division website.</li> <li>● Ensure managers and supervisors are trained on policies and procedures</li> </ul>	<p><b>ACTIVITIES:</b></p> <ul style="list-style-type: none"> <li>● Rollout the website with related introductory training.</li> <li>● Require all personnel having management/supervisory responsibilities</li> </ul>	<p><b>MEASURE(S):</b></p> <ul style="list-style-type: none"> <li>● Solicit feedback through a survey six months after completion.</li> <li>● Incorporate in to the manager/supervisor annual performance review process.</li> </ul>

	applicable to their role in their respective areas of responsibility, including considerations such as implicit bias.	to participation annually in engagement, inclusion and/or diversity related offerings/forums.	
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## CONTACT INFORMATION

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