



<b>Project Name:</b>	Facilities Planning & Management (FP&M) Engagement, Inclusion & Diversity
<b>Executive Sponsor(s):</b>	David Darling, Associate Vice Chancellor (AVC), Margaret Tennesen, Deputy to the AVC, and the FP&M Leadership Team
<b>Team Leaders:</b>	Deputy AVC and one EID Team Member
<b>Key Stakeholders:</b>	All FP&M employees
<b>Team Focus:</b> (Statement of Work)	Develop strategies to increase employee engagement, inclusion, and leverage diversity across FP&M.
<b>Definitions:</b>	<p><b>Engagement.</b> Employees feel valued by their organization, find pride and personal meaning in their work, and are willing to go “above and beyond” for their employer.</p> <p><b>Inclusion.</b> Employees have a sense of belonging and of being respected for who they are and as a contributing member of the team. Barriers to contribution and negative biases are eliminated, allowing employees to feel respected and give their personal best.</p> <p><b>Diversity.</b> Employees possess the range of human qualities that impact and influence how people are perceived and how they behave, including (but not limited to) age, gender, race, ethnicity, color, physical and mental attributes, sexual orientation, marital status, spirituality, education, values and beliefs. To capitalize on diversity, the work environment must allow the organization to leverage the strengths and talents of all employees.</p>
<b>Business Case:</b> (Statement of Need)	<p>The VCFA developed an initiative called <i>Engagement, Inclusion &amp; Diversity (EID)</i>, based on the campus strategic framework, which focuses on diversity through the strategic priority to recruit and retain the best faculty and staff. As a member of both the UW-Madison campus and a division of the VCFA, FP&amp;M is committed to prioritizing EID issues as well.</p> <p>The relationship between effective people strategies and high performance has been well established. As a people centered organization, integrating engagement, inclusion, and diversity makes sense for several reasons:</p> <ul style="list-style-type: none"> <li>• Promotion of EID principles helps attract talent, enabling the organization to recruit and retain the best employees.</li> <li>• EID creates a work environment that allows the organization to leverage the strengths and talents of <i>all</i> employees and maximize available resources.</li> <li>• Diversity and inclusion are linked to greater productivity, adaptability, and employee engagement.</li> <li>• High employee engagement has been linked to increased performance, lower turnover, increased morale, and reduced absenteeism.</li> </ul>
<b>Team Goals:</b>	<ul style="list-style-type: none"> <li>• Engage employees in order to promote pride in work and build strong work relationships.</li> <li>• Create an inclusive workplace, leading to an environment where employees have a sense of belonging, feel respected, and strive to do their best.</li> <li>• Develop diverse teams that encourage innovative and creative solutions, and explore a variety of ideas.</li> </ul>



	<ul style="list-style-type: none"> <li>• Foster great customer service through engaged employees and providing good customer relations.</li> <li>• Improve work performance, using established EID tools and resources, resulting in higher productivity and consistent teamwork.</li> <li>• Ensure employees understand the role of FP&amp;M and the importance of their individual jobs in supporting the mission of FP&amp;M and UW-Madison.</li> <li>• Improve connections and communication to create more informed decision-making across the organization and ensure resources are utilized effectively.</li> <li>• Strengthen relationships between management and staff to create a positive work climate.</li> <li>• Promote an environment of respect and inclusiveness. Hire and retain an inclusive and diverse 21<sup>st</sup> century workforce that fully recognizes and utilizes the talents, skills, and contributions of all employees.</li> </ul> <p>For specific annual plan goals, please see the FP&amp;M EID Annual Plan.</p>
<b>Team Deliverables:</b>	<p>The Team is responsible for providing the following:</p> <ul style="list-style-type: none"> <li>• <b>Survey.</b> Assist with administering the biennial EID survey, analyzing the division survey results, and sharing the results with the FP&amp;M departments.</li> <li>• <b>Prepare EID Annual Plan.</b> Use the survey results to prioritize issues to address and develop goals and strategies to increase employee engagement and inclusion, as well as leverage diversity across FP&amp;M. Track and report progress on the goals.</li> <li>• <b>Implementation of EID Plan.</b> Implement the divisional EID Plan by forming and chairing work teams.</li> <li>• <b>Communication.</b> Improve communication through improved access to information for all employees, as well as serve as a resource and advisor to departmental EID teams.</li> <li>• <b>Advice.</b> Provide advice and counsel to the AVC, Deputy AVC, and FP&amp;M Directors on EID-related matters.</li> </ul>
<b>Team Scope:</b>	<p>The EID Team will make recommendations to the FP&amp;M Leadership Team on issues at the division-wide level and departmental level, which relate to employee engagement, inclusion and diversity.</p>
<b>Meeting Frequency:</b>	<ul style="list-style-type: none"> <li>• Attendance at an approximately 90-minute team meeting every other week, with additional ad-hoc meetings as needed. Note: Team members are expected to attend regularly. If a member will be absent for an extended period, they should work with the Team chair to designate an alternate person until they are able to return to full service.</li> <li>• A 5% weekly time commitment would be reasonable to expect.</li> <li>• Additional time may be required for Work Group responsibilities.</li> </ul>
<b>Team Composition:</b>	<ul style="list-style-type: none"> <li>• The Divisional EID Team is composed of at least seven (7) and not more than twelve (12) departmental representatives to serve as Team members. The recommended number of members per department is intended to reflect the relative size of the various departments in FP&amp;M as outlined below:       <ul style="list-style-type: none"> <li>• Physical Plant – up to four (4).</li> <li>• Environment, Health and Safety – up to two (2).</li> </ul> </li> </ul>



	<ul style="list-style-type: none"> <li>• Transportation Services – up to two (2).</li> <li>• Campus Planning and Landscape Architecture – one (1).</li> <li>• Capital Planning and Development – one (1).</li> <li>• Space Management Office – one (1).</li> <li>• Associate Vice Chancellor – one (1).</li> <li>• In addition to the regular members, the role of Team Chair will be shared by two employees. One Co-chair will be either the AVC or the Deputy AVC (who also serves as ex-officio member of the Team) and the other Co-chair will be chosen by the EID Team from amongst the EID members.</li> <li>• The FP&amp;M representative to the VCFA EID Council is automatically considered a member of FP&amp;M’s EID Team and may simultaneously serve in more than one team role.</li> <li>• In addition to the Deputy AVC, the AVC, HR Director, Communications Director and Physical Plant Executive Assistant all serve as ex-officio members of the Team.</li> <li>• The Team will be staffed by a member of the Office of the AVC.</li> <li>• The AVC shall retain the authority at any time to fill vacancies in the Team, to change its membership, or to discharge the Team.</li> </ul>
<p><b>Team Selection Process:</b></p>	<ul style="list-style-type: none"> <li>• Vacancies on the Team will be filled through a nomination process. Nominations may come from EID Team members, department directors, department EID Team members, or other interested staff. If there is insufficient volunteer participation and/or the membership does not effectively represent the diversity of FP&amp;M, the Team will solicit additional members. Team members must have the support of their immediate supervisor.</li> <li>• All nominations will be reviewed by a nominating group appointed by the EID Team, which will forward its recommendations to the AVC. Team appointments will be approved by the AVC after consultation with the appropriate department director.</li> </ul>
<p><b>Terms of Service:</b></p>	<ul style="list-style-type: none"> <li>• Team members will serve an initial appointment of two years after which they may ask to renew their appointment for a second two-year term. Terms will be staggered with a goal of rotating approximately one-third of Team members each year. Renewals are automatic.</li> <li>• Appointment terms will generally coincide with the start of the fall academic semester.</li> <li>• Upon completion of serving a full four-year term, members may elect to become an Emeritus member. Emeritus members may be called upon as needed to serve on cross-functional work teams or provide support to FP&amp;M EID efforts in other ways. They will also be invited to participate in FP&amp;M-wide EID meetings and UW-Madison/FP&amp;M EID training opportunities.</li> <li>• An EID Team member will also be appointed to serve as a representative on the FP&amp;M Policy Advisory Review Group (PARG).</li> </ul>
<p><b>Delegation:</b></p>	<p>The FP&amp;M EID Team may delegate its responsibilities under this charter to a Work Group comprised of one or more members of the EID Team. The creation of such a Work Group, as well as its purpose, will be reported to the FP&amp;M Leadership Team.</p>



	<p>In addition to the FP&amp;M Divisional EID Team, each department is tasked with forming its own EID Team. Departmental EID Teams are responsible for preparing a Departmental EID Annual Plan and providing for the implementation of the Departmental EID Annual Plan. While all departments must have their own EID Team, smaller departments are especially encouraged to work with other departments in preparing and implementing similar annual goals.</p>
<b>Support Required:</b>	<ul style="list-style-type: none"> <li>• Full support from organization’s top leadership – Team members’ time and talents (i.e., appointment letter from AVC).</li> <li>• Meeting structure: Appoint facilitator, note taker, meeting reminder sender, etc.</li> <li>• Funding to pay for EID initiative-related expenses.</li> <li>• Full support from coworkers and Team members – informed and engaged Team.</li> <li>• Excitement and hope for the organization’s new culture. Morale among employees.</li> <li>• EID members and participants who can rally the group.</li> </ul>
<b>Date this Document was Last Updated</b>	<p>January 16, 2013 (initial draft)        May 4, 2017        July 19, 2018        [date]</p>
<b>Date(s) Approved by Executive Sponsor</b>	<p>January 16, 2013 (initial draft)        [date]        [date]</p>
<b>Sponsor’s Signature and Date:</b>	<p style="text-align: right;">_____ <u>Margaret Tennesen</u></p> <p style="text-align: right;">_____ <u>Gary Brown</u></p> <p style="text-align: right;">_____ <u>Patrick Kass</u></p> <p style="text-align: right;">_____ <u>Rob Lamma</u></p> <p style="text-align: right;">_____ <u>Brent Lloyd</u></p> <p style="text-align: right;">_____ <u>Teresa Adams</u></p> <p style="text-align: right;">_____ <u>Paul Umbeck</u></p>



**Appendix. Team Members**

<b>Department</b>	<b>Name</b>	<b>Term expires</b>
Office of the Associate Vice Chancellor	VACANT	2018
Campus Planning & Landscape Architecture	Top Tantivivat	2018
Capital Planning and Development	Terry Boehner	2019
Environmental Health & Safety	Carrie Ensrud	2019
Environmental Health & Safety	Karen Demick	2018
Physical Plant	John Hansen	2018
Physical Plant	VACANT (PP – Shops)	2019
Physical Plant - Shops	Nicholas Motl	2018
Physical Plant - Services	Donovan Kron	2019
Space Management Office	Rob Shively	2018
Transportation Services	Laura Peterson	2018
Transportation Services	Dar Ward	2019
<b>Department</b>	<b>Ex-Officio Members</b>	
Deputy Associate Vice Chancellor	Margaret Tennessen	
EID Council representative	Jennifer Hekman	
Office of the AVC – HR Director	Sue Fritts, represented by Kristin Pedicini	
Office of the AVC – Communications Director	Steve Wagner	
Physical Plant – Executive Assistant	Melissa McGaw	
<b>Department</b>	<b>Team Staffer</b>	
Office of the AVC	Jennifer Hekman	