Engagement, Inclusion, and Diversity Council

VICE CHANCELLOR FOR FINANCE AND ADMINISTRATION
UNIVERSITY OF WISCONSIN–MADISON

UNIVERSITY HOUSING
ACTION PLAN
DATE: November 1, 2018

INTRODUCTION/ SUMMARY	This plan represents the creation of new initiatives and reflects a continuation of the Division of University Housing's last EID plan. Additionally, on-going monthly implementation meetings from the Division's Engagement Team and with all staff regarding the EID survey results, including a selection of on-going discussions related to process improvement efforts are incorporated into our work. Many of the VCFA requested priorities have been a focus of University Housing's last EID Plan. In fact, in comparing the results from the 2016 and 2018 surveys, the Division made some great improvements in these areas. The following areas saw the greatest improvement with over at least a 5% increase; 1) Recognition is based on performance in my work unit, 2) I am satisfied with the recognition I receive for my work, 3) I am satisfied with my pay/compensation, 4) I am given real opportunity to improve my skills in my work unit, 5) It is clear to me what I need to learn to be adequately prepared for promotional opportunities, 6) Policies are applied fairly in my unit, and 7) Important institutional information is circulated to all members of my work unit. In addition to what is provided here, the Division will continue to improve the workplace climate, decision-making processes, internal communication, work force diversity, the application of employment policies, how good work is recognized, and the skills of all staff in both on-going and not-yet established initiatives. Although there is only one additional priority represented on this plan, each department within University Housing has developed their own plan with departmental specific priorities. Leadership in University Housing will continue to allocate adequate resources, staff time, model the principles and values outlined in the plan, and "champion" the importance of the plan and all other initiatives to all staff and assure them that we are walking the talk.
PROGRESS UPDATE *(SINCE LAST EID ACTION PLAN)*	We've made good progress over the last two years. Significant resources have been devoted to ongoing efforts and the operationalization of best practices with respect to engagement, inclusion and diversity. Efforts have been focused on the development and implementation of strategies that address key areas that were identified in the 2016 EID survey. We believe that our *Core Values* and University Housing Competency Pyramid will continue to serve as our EID core competencies. Our initiatives focus on the continued improvement of supervisor effectiveness, staff/professional development for all levels of full-time staff and the strategic evaluation and organization of the senior administrative team. In comparing the results from the 2016 and 2018 surveys, the Division made some great improvements in many individual questions and increased positive responses in every factor. The following areas saw the greatest improvement with over at least a 5% increase; 1) Recognition is based on performance in my work unit, 2) I am satisfied with the recognition I receive for my work, 3) I am satisfied with my pay/compensation, 4) I am given real opportunity to improve my skills in my work unit, 5) It is clear to me what I need to learn to be adequately prepared for promotional opportunities, 6) Policies are applied fairly in my unit, and 7) Important institutional information is circulated to all members of my work unit.

	OBJECTIVE(S)/OUTCOME(S):	**ACTIVITIES:**	**MEASURE(S):**
	What are measureable targets to address this priority? What outcomes would you like to achieve?	What action steps can be taken to achieve this objective/outcome? What is the expected timeline to complete this activity?	How will this objective/outcome be measured? How will progress be measured?

VCFA EID PRIORITY 1:	**OBJECTIVE(S)/OUTCOME(S):**	**ACTIVITIES:**	**MEASURE(S):**
Build capacity and skills for leadership, managers and supervisors to be effective in their roles and to be accessible and accountable to employees	● To build capacity and leadership skills for supervisors and managers to be effective in their roles, including accessibility to and accountability for their employees. ● Increased awareness and knowledge of EID competencies among leaders, managers & supervisors.	● Staff will be provided with developmental opportunities through University Housing's Learn- Engage-Develop (LED) series and campus opportunities for managers and supervisors to build on skills they identify needing help with. ● Supervisors will provide development opportunities in regular staff meetings and/or periodic retreats focused on professional development topics. ● Leaders, managers and supervisors will continue to meet regularly with staff members both individually and in groups to ensure that employees are supported in their work. ● Supervisors will model advanced skillsets including EID principles, to assist staff in their skill development. ● Leadership will provide timely and transparent information sharing.	● Maintain supervisor to staff ratios that allow for adequate 1:1 opportunities for developmental conversations, meetings, crisis intervention, role modeling, etc. ● Managers and supervisors will attend at least 2 developmental opportunities. ● A 90% or better combined rating of "successful or exemplary" will be achieved on performance evaluations in the area of "leaders, managers and supervisors understand and are able to articulate their role as it relates to the employees they supervise." HR staff will review these responses on an annual basis. ● As collected in self-evaluations and EID related surveys, staff will articulate managers and supervisors are effective in their roles and to be accessible and accountable to employees. HR staff will review these responses on an annual basis.
VCFA EID PRIORITY 2:	**OBJECTIVE(S)/OUTCOME(S):**	**ACTIVITIES:**	**MEASURE(S):**
Provide professional development and training opportunities for employees to build their skills and grow in their roles	● Prepare staff for growth in their roles. ● Staff are encouraged to pursue professional development opportunities on and off campus. This includes coursework as well as opportunities for trades staff to improve skills and maintain certifications or licenses. ● Improve access to development and training opportunities for our ESL and non-English speaking staff.	● Provide regular professional and skill development sessions on relevant topics through University Housing's Learn. Engage. Develop. (LED) series as well as other departmental initiatives. ● Align Division needs with current abilities, assess gaps in skill sets, and find opportunities to fill gaps. ● Provide opportunities for conference attendance as well as opportunities for cross training and/or job shadowing. ● Use of Cultural Linguistic Services and other translation to make development opportunities available to all staff. ● Provide greater opportunities for members of the Housing Engagement Team.	● As collected in self-evaluations and EID related surveys, staff will articulate that they are adequately prepared to be effective in their position. HR staff will review these responses on an annual basis. ● A 90% or better combined rating of "successful or exemplary" will be achieved on performance evaluations, regarding goals being met as demonstrated in the "commitment to the job" portion of performance evaluations. ● A 90% or better combined rating of "successful or exemplary" will be achieved on performance evaluations, in the area of demonstrating "commitment to the mission of the University and work unit" portion of performance evaluations.

VCFA EID PRIORITY 3:	OBJECTIVE(S)/OUTCOME(S):	ACTIVITIES:	MEASURE(S):
Employees are recognized for their work and are aware of promotional opportunities within their unit	- Promotional opportunities are advertised to staff. - Supervisors inform individuals as opportunities arise in department and across division. - Continue to promote and enhance existing recognition programs.	- Continue to include all Housing job postings in the biweekly Job Opportunities bulletin as well as departmental communications. - Fully utilize resources available for merit awards and provide clear, transparent expectations on eligibility for awards (merit, promotions, etc.). - Utilize the annual University Housing all-staff breakfast as an opportunity to recognize accomplishments (individually, by department, and/or divisionally). - Personalized anniversary cards are provided from the Director and supervisors. - Many departments host annual staff gatherings as a venue for recognizing the accomplishments of their staff.	- Improved score on future EID instruments related to this topic. - At least 30% of employees in each area are recognized with merit awards.
VCFA EID PRIORITY 4:	OBJECTIVE(S)/OUTCOME(S):	ACTIVITIES:	MEASURE(S):
Policies are widely known, are accessible and are applied equitably to employees	- Employees are aware of policies and where they are located. - Policies are applied consistently and equitably across the division. - Standardize policy explanation.	- Market central locations for the Housing policy binder and improve usability. - Write bullet points/talking points that cover each policy to assist with common understanding, uniformity and thoroughness of orientation to the policy. - Managers will periodically highlight and/or review policies as a part of their departmental meetings and/or communications. - Provide standard yearly reminders on various policies (Work restrictions, Work Rules, etc.). - Housing policies will be reviewed annually. - Standardize onboarding policy review; all policies should be covered as a part of new employee orientation (over a period of time) and verify that we have	- All employees can articulate the location of their policy resources. - All information in the HR Toolbox is up to date. - Improve EID scores in this area.

		done so by signing off and turning in a required checklist.	
PRIORITY 5: To increase the diversity of the Division's supervisory work force.	**OBJECTIVE(S)/OUTCOME(S):** ● To improve retention of staff. ● To enhance opportunities for career advancement.	**ACTIVITIES:** ● University Housing will represent itself at job fairs, professional conference placement centers, and other recruitment events. ● Increase professional development opportunities for all staff. ● Work with campus on establishing relationships with external agencies and community groups/organizations. Where these already exist, University Housing will work more directly with the agency or group.	**MEASURE(S):** ● Increased retention percentage for staff of color. ● Increased percentage of candidates of color in applicant pools. ● Increased number of staff of color holding supervisory positions.

CONTACT INFORMATION

For more information or details about the Employee Engagement, Inclusion & Diversity action plan and initiatives within University Housing please contact:

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