



Engagement, Inclusion, and Diversity Council

VICE CHANCELLOR FOR FINANCE AND ADMINISTRATION
UNIVERSITY OF WISCONSIN-MADISON

Office of Human Resources ACTION PLAN

DATE: November 1, 2018

INTRODUCTION/ SUMMARY	<p>OHR Values identified for 2017-2019 goals:</p> <ol style="list-style-type: none">1) Treat others with respect and value their uniqueness;2) Create a welcoming environment for OHR staff and people we serve;3) Promote collaboration and customer service within OHR. <p>Based on OHR's 2016 themes and the 2018 OHR EID results, we will focus on: recognition, communication, collaboration, relationship building, and leadership. The following objectives, activities and measures support OHR values and EID themes.</p>
PROGRESS UPDATE <i>(SINCE LAST EID ACTION PLAN)</i>	<p>OHR has worked diligently to move EID forward since our last EID action plan. First, we increased collaboration within OHR and with our campus partners. This is demonstrated through the creation of four new cross-functional collaboration teams and the implementation of an enhanced customer service model. Collaboration teams have representation from five OHR units (WR, TRE, C&T, Benefits, and Payroll) that provide services to the same portfolio of campus departments/units. These collaboration teams are also supported by integral OHR units (CLS, LTD, IFSS, etc.).</p> <p>In addition, OHR collaborated with a number of partners on several efforts across the campus. Examples include:</p> <ul style="list-style-type: none">• Engaging campus stakeholders on Title and Total Compensation (TTC) Project to ensure perspectives are incorporated in overall plan• Working with Research and Sponsored Programs and Business Services on independent contracting policies and procedures to ensure consistency in practice• Partnering with VCFA leadership and divisions regarding the Academic Benchmark Consortium to organize key labor expenses into a straightforward model to compare practices across campus and with peer institutions. <p>OHR also recognized the importance of developing and implementing training for OHR staff and the campus community. We partnered with the Provost's Office on training regarding hostile and intimidating behavior which reached all campus</p>

	<p>leaders. OHR also partnered with the Office of Compliance and the Provost's Office to implement a Sexual Harassment and Sexual Violence Prevention Policy and Training program and achieved over 98% compliance with these training requirements. Additionally, OHR assisted in the development of a campus-wide "responsible employee" training. Finally, OHR played a fundamental role in the development and implementation of a training for employees to earn a Plain Language Certificate, meant to increase knowledge of strategies to reach diverse audiences. The success of this program can be measured in part by the approval of an additional staff position beginning 2018-19 to meet the high demand for plain language training and more advanced ELL classes.</p>		
	<p>OBJECTIVE(S)/OUTCOME(S): What are measurable targets to address this priority? What outcomes would you like to achieve?</p>	<p>ACTIVITIES: What action steps can be taken to achieve this objective/outcome? What is the expected timeline to complete this activity?</p>	<p>MEASURE(S): How will this objective/outcome be measured? How will progress be measured?</p>
<p>VCFA EID PRIORITY 1: Build capacity and skills for OHR leadership, managers and supervisors to be effective in their roles and to be accessible and accountable to employees</p>	<p>OBJECTIVE(S)/OUTCOME(S):</p> <ul style="list-style-type: none"> ● Managers & supervisors will deal with conflicts ● Chief Human Resource Officer (CHRO) & Directors will be accessible; employees will have access to leadership ● OHR Human Resource Management Team (HRMT) will be a more effective & participative bi-weekly meeting 	<p>ACTIVITIES:</p> <ul style="list-style-type: none"> ● Managers & supervisors will respond to conflicts when they observe or learn about them ● CHRO & Directors will rotate through unit meetings to listen, provide perspective and updates and answer questions ● All employees will be invited to a voluntary 1:1 with the CHRO annually ● CHRO will seek feedback about the HRMT bi-weekly meeting to make more participative & effective, and implement agreed upon changes 	<p>MEASURE(S):</p> <ul style="list-style-type: none"> ● Improved score in 2020 EID survey for related areas (Q1G, Q5H) ● CHRO & Directors attend at least one meeting of all OHR units during 2019 ● All employees invited to a 1:1 with CHRO in 2019 ● HRMT is engaged and has effective discussions about our work and OHR ● Pulse survey: 6 & 12 months -ask about leadership accessibility & accountability
<p>VCFA EID PRIORITY 2: Provide professional development and training opportunities for OHR employees to build their skills and grow in their roles</p>	<p>OBJECTIVE(S)/OUTCOME(S):</p> <ul style="list-style-type: none"> ● Employees participate in professional development, training opportunities, and collaboration team discussions ● Employees recognize and utilize the skills necessary to grow in their current roles 	<p>ACTIVITIES:</p> <ul style="list-style-type: none"> ● Continue to develop and offer EID-related educational opportunities ● EID will continue to be incorporated in all phases of the employee life cycle in OHR, including: position descriptions; recruitment, interview and selection methods; PMDP expectations and criteria for success; and, make EID part of normal dialogue during one on one conversations ● Collaboration team members are provided opportunities for professional 	<p>MEASURE(S):</p> <ul style="list-style-type: none"> ● Improved score on EID Survey in 2020 (Q3K, Q1G) ● Increased OHR attendance at trainings related to career advancement ● Pulse survey: include question about understanding of promotional opportunities

		development that will help them grow in their team role	
<p>VCFA EID PRIORITY 3: Employees are recognized for their work and are aware of promotional opportunities within their unit</p>	<p>OBJECTIVE(S)/OUTCOME(S):</p> <ul style="list-style-type: none"> ● Employees understand how to become a member of a collaboration team, and how to become a team lead ● Managers & supervisors know what motivates their employees, and recognize teams and individuals ● Employees feel recognized ● Employees are knowledgeable of the tools and resources available to explore career advancement 	<p>ACTIVITIES:</p> <ul style="list-style-type: none"> ● Managers & supervisors ask employees during 1:1s what motivates them and how they prefer to be recognized ● Managers and supervisors identify opportunities for recognition, and implement strategies for both their team and individuals ● Managers & supervisors will utilize The Buzz more frequently to acknowledge a job well done by a colleague, and role model/encourage employees to do the same ● Explore career advancement tools for UW-Madison based on examples from other similar institutions like University of Virginia and University of Michigan ● Organizational Career Development Consultant (Chris East) will offer consultation to EID committee regarding survey item Q3K 	<p>MEASURE(S):</p> <ul style="list-style-type: none"> ● Improved scores on EID Survey in 2020 (Q3K, Q4C, Q5D, Q5H, and Q5G) ● Pulse survey: in 6 & 12 months, ask these questions ● Increase in number of recognitions included in The Buzz (internal OHR newsletter) ● 100% of managers and supervisors have conversation with employees about promotional opportunities
<p>VCFA EID PRIORITY 4: OHR policies are widely known, are accessible and are applied equitably to employees</p>	<p>OBJECTIVE(S)/OUTCOME(S):</p> <ul style="list-style-type: none"> ● Employees are knowledgeable about the parameters regarding flexible work schedules ● Employees have an opportunity to provide input on the physical environment and space 	<p>ACTIVITIES:</p> <ul style="list-style-type: none"> ● Managers & supervisors continue to discuss feasibility of flexible work schedules, and provide when possible. They will also explain when and why flexibility is not possible ● Employees provide input on the physical environment and space 	<p>MEASURE(S):</p> <ul style="list-style-type: none"> ● Pulse survey ● Completion of identified EID activities ● Improved scores on 2020 EID survey
<p>PRIORITY 5: Build relationships, collaboration, and communication through the all OHR staff meeting, and</p>	<p>OBJECTIVE(S)/OUTCOME(S):</p> <ul style="list-style-type: none"> ● OHR values are displayed ● Employees continue to learn about the work of other units within OHR 	<p>ACTIVITIES:</p> <ul style="list-style-type: none"> ● Restructure OHR staff meetings to: <ol style="list-style-type: none"> 1. Articulate OHR values by displaying them (agendas, PowerPoint presentations, onboarding document, etc.) 	<p>MEASURE(S):</p> <ul style="list-style-type: none"> ● Pulse survey ● Completion of identified EID activities ● Improved scores on 2020 EID survey

<p>through the collaboration teams</p>	<ul style="list-style-type: none"> ● OHR staff meetings provide an opportunity for employees to engage with one another ● Employees know what the collaboration teams are working on 	<ol style="list-style-type: none"> 2. Use informal unit presentations 10-15 minutes with goal of helping other staff members understand goals, challenges, and accomplishments 3. Incorporate interactive working topics 4. Collaboration teams are invited to share updates 	
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CONTACT INFORMATION

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