E.I.D. Initiative 1: Build capacity and skills for leadership, managers and supervisors to be effective in their roles and to be accessible and accountable to employees

Goal: Improve and expand ability of leaders at all levels to effectively and efficiently lead the organization in manner as seamlessly as possible while increasing availability of leaders at all levels to line level staff.

Measures:

- Creation, updating, and testing of continuity documents for each leadership position within the organization
- Develop a peer to peer or 360 supervisor evaluation program
- Develop training program for all newly promoted first level supervisors that includes relevant continuity documents and provides broader overview of department
- Conduct semi-annual tailored leadership in-service to focus on leader specific tasks (ie. Report reviewing, discipline process, use of force reviews, etc), in order

Summary: During various surveys taken of UWPD staff several comments about the equity of application of policy and consistency between supervisors was noted. Building capacity and skills for leadership in a variety of areas will create additional opportunity for consistency among leaders at all levels of the organization and may have an impact on other areas such as organizational culture. By implementing a formatted continuity system for various leadership positions, transitions from unit to unit may be less impactful on the agency as a whole and those specific work units impacted by the transitions of leaders. Additionally, those leaders undergoing the transition will have a starting block to begin studying in advance of taking on the duties of a particular position.

In conjunction with the development, renewal, or testing of current continuity documents, adding additional training for newly promoted staff to focus on broad department aspects as well as a semi-annual training for supervisor specific topics will help bolster capacity and increase consistency. When supervisors understand the greater impacts of one work unit upon another and can learn these impacts and explain the "why" as it relates to a process, goal, or task, there may be additional buy-in throughout the chain starting at line level staff.

Conducting a more thurough review beginning at the supervisor level may also help educate leaders at all levels the impact they have on others', impact on other work units, and may help guide future decision making. While already available in many regards, adding in components of subordinate reviews or dedicated open "office hours" for leaders at each level may increase the perception of availability of leadership to line level staff. Currently, most leaders up to the most senior managers are available to all staff, but providing dedicated times when it is known the leadership team is available may increase willingness to engage with leadership regarding a variety of topics.

These topics align with the overall VCFA EID initiative of building capacity of leaders but also aligns with the Department strategic goal of improved organizational culture.

E.I.D. Initiative 2: Provide professional development and training opportunities for employees to build their skills and grow in their roles

Goal: Provide training opportunities, transparent training priorities, and transparent promotional opportunities in order to improve in current roles and compete for future opportunities

Measures:

- Organize and communicate training priorities list for all department positions in previously utilized policy format of "Immediate, Acquired, and Specialty"
- Develop a training matrix or accomplishment record easily available for individual officers and supervisors to document what training has or has not been met prior to approving advanced training
- Publicize training and promotional opportunities through more widely available and frequently viewed methods such as information sharing boards instead of one time e-mails

Summary: In past iterations of policy, UWPD has maintained a training priorities list for each position title employed at the Department. This list has been part of policy until recently and has contained three categories of training:

"Immediate:" defined as skills needed at the basic level of the position, should have the skills immediately upon hire or soon after (eg. Radar certification for police officer)

"Aquired:" training made available as time permits and experience gained after immediate training priorities accomplished (eg. Advanced Interview and Interrogation for police officer)

"Specialty:" training offered only to those excelling or chosen for a specific task or skill not offered to all. Usually these are collateral assignments (eg. K9 handler)

In modern day, fast paced work environments, expectations of engaging in acquired or specialty training without first completing immediate training priorities may indeed be false expectations. Having a clear path and well communicated training priorities that fit within financial capabilities, will clarify expectations and provide direction for employees who frequently seek self-improvement and have a desire to attend additional training to remain engaged in their work environment.

As part of annual reviews training priority lists can be a topic of discussion in setting goals or training requests for the employee for the upcoming year. This will help set realistic expectations and will focus employee efforts to obtain training in ways that benefit both the Department and the employee.

Many times training opportunities are provided via a one-time e-mail or discussed at a shift briefing. The same can be said for promotional opportunities. The department has been successful in utilizing technology to disseminate information on a more frequent basis for a longer term. Utilizing the scrolling, department-wide message boards in common places such as the break room and briefing area to highlight a future training opportunity for a month or two prior to registration or a promotional opportunity for a month may encourage more employees to seek out additional information and become an active member in seeking self-improvement.

E.I.D. Initiative 3: Engagement – Employee Recognition

Goal: Improve and expand employee recognition amongst all units within UWPD.

Measures:

- Review all recognition programs at UWPD and use department input and experience to expand recognition to employees to a more meaningful recognition strategy.
- Select a group of employees from across the department to study and implement a meaningful recognition program.
- Identify and implement these recognition programs within the structure of UWPD by June 1st, 2019.
- Select a focus group to study the effectiveness of the new initiatives through 2019 and provide feedback and recommendations to the E.I.D Committee.

Summary: UWPD has a few formal employee recognition programs that have been used throughout the years. The formal awards ceremony which is held once per year has been a staple for over 20 years. Employees are submitted for up to 6 different types of awards. These awards in order of hierarchy are, valor, lifesaving, meritorious, community service, excellent service and crime reduction. Any other employee can nominate an employee and then a sub-committee makes recommendations to the Chief on which ones should be considered. There is usually a formal awards ceremony and officers are presented with their award which can be worn on their uniforms daily. Employees are also given a certificate and year plate for plaques that they are provided on their first awards. Overall, this program has been positive. Almost each year there are awards given to employees that other employees do not feel are worthy of an award. This does create some scuttlebutt amongst employees but should not be considered a barrier to prevent awards from being given. Another formal recognition program is the employee recognition form. Unlike the awards ceremony where nominations are confidential and only shared once a year when approved, the recognition form is shared immediately with the employee upon submission from another employee. Also, these recognition forms are automatically submitted to the awards sub-committee for consideration. The department hosts a new employee and promoted officer's recognition social and an annual employee picnic where families are also invited. There are other recognitions being done throughout each department but each supervisor has their own style of recognition. This has ranged from telling someone they are doing a great job, to email "shout outs", taking people to lunch and other small non-formal actions that are not tracked. Employee praise continues to be mentioned throughout the United Sates workforce as one way to enhance employee satisfaction. At times, praise is even rated higher than giving an employee a raise. While UWPD is limited in the types of recognition because we have to follow the rules as a state institution, there are things that employees have suggested that could easily be implemented to enhance the culture at UWPD.

E.I.D. Initiative 4: Inclusion – Employee Culture

Goal: Cultivate a culture at UWPD where employees feel connected to the department and the University and do not feel like they have to leave themselves at home.

Measures:

- Review, identify and develop processes to improve on-boarding at UWPD.
- Have a group of diverse department employees identify areas at UWPD that can be impacted with new programs to help promote inclusivity.
- The selected group will work closely with the Culture and Climate Strategic Planning committee to help develop, promote and implement programs.
- Select a focus group to review all new programs and provide feedback and recommendations to the E.I.D. Committee.

Summary: UWPD has a challenge when it comes to what the culture at UWPD is. While most departments would say they have challenges, UWPD has many different work units all under one roof. We are first a police department. We are called a police department and are identified with our branding as a police department. However, we also have a security department, 911 communications center, infrastructure security department and an emergency management department. Because of this diverse group of employees, when one or two departments are recognized for something, other areas feel slated. A police department culture is very unique. UWPD is challenging because we are a large enough of a department that not everyone works closely together, but small enough that everyone knows what everyone is doing or has done. UWPD will have to get employees involved in decisions to be made to help promote and implement and changes that could be made. There is also a fine line at a police department when it comes to creating changes on the way you do things. The police department is a para-military organization and some changes could end up being considered rules or procedures and people will follow them but have no buy-in. One challenge that will be presented is how to measure any new programs effectiveness. While UWPD management has heard what employees have said, management and any teams formed to tackle this initiative will have to listen closely to what is being said or what was answered in any surveys that have recently been conducted.