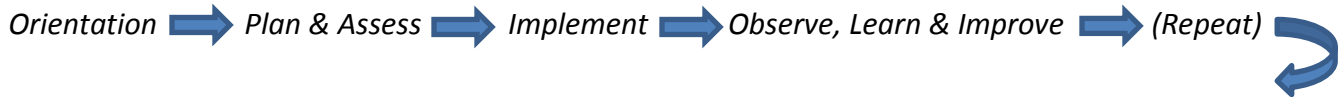


2015-16 Business Services EID Work Plan September 18, 2015

Planning and Action Cycle



Background

The division launched formal EID activities in February 2015 by establishing and charging a committee to study the environment and offer recommendations for actions.

Aligned with the “planning and action cycle” above, the committee first oriented its work by reviewing prior division survey data and VCFA-wide information; conducting three division focus groups on EID-related topics; and seeking meaningful feedback directly from coworkers and colleagues. These inputs offered a foundation for charting a path forward in the form of a drafted update to the extant EID Plan. As part of this process, the division’s leadership team met twice to discuss the EID committee’s input and to revise its recommendations pursuant to the creation of an updated plan. Bus Svc’s updated 2015 EID Plan was adopted and submitted to VCFA on August 3, 2015—pressing the division further into the planning and action cycle.

We are now at the stage of implementation. Below is a drafted work plan to help the division prioritize and sequence EID Key Actions as part of this stage.

Implementation Phase

Bus Svc senior leaders will take creative latitude to develop initiatives to implement the various Key Actions identified in the 2015 Bus Svc EID Plan. This Work Plan is founded on the belief that it will realize success if it is operationalized in meaningful and practical manners not only across the division but within each units’ unique environment and constraints.

The Work Plan operates on three levels of action:

- First, at the division-wide level, where Bus Svc moves forward as an aggregate community to create a more positive working environment;
- Second, at the organizational level, providing Bus Svc leaders in each unit with the latitude to implement the Plan as they believe most effective; and
- Third, at the working group level, giving functional committees a charge to consider and operationalize specific Key Actions found in the plan.

* Given the relatively small number of employees in the Risk Mgt office, it is suggested that Risk Mgt employees participate in EID actions and events with another Bus Svc unit

Suggested **lines of effort (LOE’s)** are presented below, with associated Key Actions identified in italics. It is expected and welcomed as a necessary part of the EID Plan’s implementation that Lines of Effort may have to be prioritized and phased according to the division’s human and physical resources. It has to be emphasized that the EID Plan is an ongoing effort and most Key Actions will not come to

fruition within a short period of time. Many Key Actions operate on a cultural level that demands ongoing address to nurture the sort of positive response that the Plan envisions. A proposed **Office of Primary Responsibility (OPR)** is also identified for each LOE.

LOE 1. Unit Implementation

Each unit (purchasing, accounting, bursar, MDS/SWAP and risk mgt) will create processes and actions to operationalize the 2015 plan's various key actions in a manner that is tailored to the division's mission, organization, resources and operating tempo; some efforts will be coordinated across units to leverage best practices, skills and resources

- senior leaders will update the assistant vice chancellor for business services at least bi-monthly at a specified division leadership meeting on their unit's progress and efforts to fulfil the plan's spirit and intent
- It is recognized that some LOE's will require additional or shared resources. It may be necessary to work as a division on some LOE's to leverage existing resources and prioritize efforts in manners that offer shared outcomes.

(OPR): Unit Leaders

Unit implementation will work in the following associated Key Action areas, but is NOT limited to:

Campus Diversity Involvement

Communications

Student Engagement

Celebrate Differences

Appreciate Accomplishments in Relation to the Campus Community

LOE 2. Supervisors Advisory Forum

The division will organize a mid-level supervisors advisory forum that brings together all supervisors who are not directors in the division for thoughtful discussion of issues, opportunities; this forum will develop a shared awareness of potential solutions and initiatives at the mid-management level and offer ideas to senior leadership on the improvement of processes and the environment

-- "the division will facilitate and encourage mid-level managers/supervisors to come together in informal settings that promote the sharing of opportunities and challenges specific to their level of leadership and followership; this forum, ideally meeting four times annually, will support and develop their group identity as a distinct level of leadership with a salient role in supporting and accomplishing the division's goals"

OPR: EID Committee chair

Associated Key Actions

Professional Development

Additional Training and Support for Managers and Supervisors

LOE 3. Continuing Professional Development

The division will develop a program for continuing professional development for employees and supervisors at all levels and experiences. This is a long-term strategic LOE. The office of marketing, training and communication will coordinate development of this LOE with unit leadership and will phase its efforts to address supervisors' professional development first.

-- "create a structured, voluntary professional development program that leverages: supervisor and peer mentoring; education and training available on campus and in the community; and meaningful experiences to document individual preparation for broader scope and enriched depth of duties and responsibilities in the work place. This program should enhance current skills while helping to prepare individuals for potential promotion commensurate with their professional ambition"

OPR: Office of Marketing, Training and Communication

Associated Key Actions

Professional Development

Additional Training and Support for Managers and Supervisors

Additional Support and Training

LOE 4. EID-specific Training and Education

The office of marketing, training and communications will review and develop learning opportunities in various subjects relevant to EID outcomes; these will consist of stand-alone or singular events, activities, presentations, discussions or learning modules; although some of these opportunities may support the programmed professional development program identified in LOE 3, they are not designed as part of that structure

-- "Additional support and training opportunities will be provided to all employees to promote respectful behavior and cultural understanding"

-- "explore additional training opportunities and facilitated discussions for managers and supervisors to come together and discuss ideas, receive feedback, and enhance management/leadership skills"

-- "research and provide educational and training opportunities for supervisors and managers related to leadership and how to leverage the diverse talents that currently exist within the division"

OPR: Bus Svc office of marketing, training and communications

Associated Key Actions

Additional Support and Training

Additional Training and Support for Managers and Supervisors

Campus Diversity Involvement

Celebrate Differences

LOE 5. Communications

The division will identify communications gaps, create associated initiatives to bridge these gaps and strengthen communications on a variety of levels

- “encouraging more face-to-face communication between various leadership levels and staff”
- “division-wide forums held on a recurring basis”
- “integrating electronic media into division-wide communication”
- “encouraging units’ use of ad hoc focus groups to ascertain the ideas and perspectives of staff and supervisors in issue- or opportunity-driven decision-making processes”

OPR: Office of Marketing, Training and Communication

Associated Key Actions

Communications

Utilize Intranet as an Information Resource

LOE 6. Recruitment and Retention

The division will identify and translate meaningful industry best practices in the areas of recruitment and retention to revise and support the division’s own related processes and practices; once approved by Bus Svc senior leadership, these practices will become a division standard with the expectation that they will be incorporated into all hiring actions

- “encouraging balanced and diverse interview panels and search/screen committees”
- “training panels and committees on the subject of bias literacy and interview parameter”
- “encouraging units and organizations to seek a diverse pool of external candidates whenever able”
- “educating panels and committees on the local, regional and national resources that will provide access to a more diverse highly qualified applicant pool”

OPR: Supervisors and office of Marketing, Training and Communication in coordination with ASU Director, OHR

Associated Key Actions

Conscientious Recruitments

External Recruitments

LOE 7. HR Redesign

The division will ensure that the UW-Madison HR Redesign guidance and policies are implemented and additionally create processes to enhance the division's personnel programs in the following 2015 EID Plan areas; actions therein will emphasize EID awareness and resources

- "the division will explore additional training opportunities and facilitated discussions for managers and supervisors to come together and discuss ideas, receive feedback, and enhance management/leadership skills"
- "HR will ensure that EID competencies incorporated into the performance standards and expectations for all division managers and supervisors are addressed as part of evaluation and feedback processes"
- "appoint an onboarding working group to study how best to incorporate VCFA and HR Redesign initiatives into Business Services' own processes and potentially translate them into new actions across the division to successfully orient new employees to the division"

OPR: Bus Svc onboarding coordinators and department leaders in coordination with ASU Director, OHR

Associated Key Actions

Training and Performance Expectations

Employee Onboarding

LOE 8. WiGrow Program

Review, strengthen and provide consistency to student employment and engagement across the division; this role will include oversight to ensure all division's meet or exceed the developmental expectations of the WiGrow program

- the division has targeted 100% participation for supervisor/student mentoring in 2015-16 (versus the 82% recorded during 2014-15); and will parallel the VCFA 45-day target between student employee arrival and the first WiGrow mentoring conversation (compared to the 58.5 days average realized during 2014-15)
- the division will continue to collaborate with the Recruitment Initiative for Student Employees (RISE) and participate in RISE job fairs or activities.
- the division will continue its representation on the VCFA's Student Employment Initiative to enhance the student employment experience.
- the division will explore partnerships with other schools, colleges and student organizations to identify a new pool of student talent to draw from.

OPR: WiGrow Division Coordinator

Associated Key Actions

Student Employment Initiatives

Student Engagement

Key Actions identified in the Bus Svc 2015 EID Plan (cross-indexed w/Lines of Effort described above)

Training and Performance Expectations (7)

Campus Diversity Involvement (1, 4)

Student Employment Initiatives (8)

Student Engagement (8)

Conscientious Recruitments (6)

External Recruitments (6)

Communications (1, 5)

Additional Training and Support for Managers and Supervisors (2, 3, 4)

Professional Development (2, 3)

Utilize Intranet as an Information Resource (5)

Celebrate Differences (1, 4)

Employee Onboarding (7)

Additional Support and Training (4)

Appreciate Accomplishments in Relation to the Campus Community (1)

The EID Committee's Continuing Role

The Bus Svc EID committee will function in a consulting role with the various lines of effort undertaken by both the units and working groups, offering input on division-wide coordination, the establishment of key measures and realistic, attainable goals. In addition the EID committee will identify opportunities for Bus Svc-wide EID learning and development in the manner of special events or activities; the committee will coordinate actions to realize successful outcomes (an example of this might be a hosted lunch-hour speaker or program)

The committee's actions will work in the Key Actions areas of:

Celebrate Differences

Campus Diversity Involvement