

Engagement, Inclusion and Diversity Plan

[2015 Update]

Division of Business Services

August 3, 2015

Executive Summary

The 2015 Business Services (Bus Svc) Engagement, Inclusion and Diversity (EID) Plan builds on and further updates the division's most recent EID Plan that was updated in December 2014. The plan articulates a context for the division's approach to supporting a positive working environment, and then frames an assessment strategy and identifies related goals before summarizing ongoing and future initiatives to support success. The content is organized in three sections: (1) Increasing Representation and Recruitment; (2) Increasing Engagement; and (3) Increasing Inclusion. The plan aligns with Bus Svc's mission, the Vice Chancellor for Finance and Administration's (VCFA) EID initiative and the UW-Madison Campus Framework.

Highlights of the plan include several key actions in each identified section:

- **Increasing Representation and Recruitment**
 - Conscientious efforts that prepare and frame hiring practices that integrate diversity
 - Deliberate efforts to expand and diversify external recruitments
 - Initiatives to broaden diversity among student hires
 - Continued and increased division involvement in broader campus diversity efforts
 - Deliberately designed training and performance expectations to better prepare supervisors and employees for their roles in a positive working environment

- **Increasing Engagement**
 - Continue to support and work through the division's EID committee
 - Strengthen division-wide communications in a variety of manners
 - Provide additional training and support for managers and supervisors
 - Create and institutionalize a structured professional development program
 - Emphasize supervisors' engagement with student employees
 - Continue to leverage the intranet as a valuable resource for shared information
 - Highlight and showcase the division's accomplishments across the university

- **Increasing Inclusion**
 - Provide support for increased opportunities for broadened awareness of other cultures, interests and experiences across the university and community
 - Strengthen and promote a more deliberate and consistent "onboarding" process within the guidelines of the VCFA and HR-Design to bring new division supervisors and employees into the Bus Svc working environment in a positive manner that supports their rapid and effective connection to the division and the university
 - Continue to provide and expand support and training opportunities to promote respectful behaviors and cultural understanding in the working environment and elsewhere

PART ONE: THE CONTEXT OF THE PLAN

INTRODUCTION

This plan describes the Division of Business Services' (Bus Svc) commitment to employee engagement, inclusion and diversity (EID), and describes the division's past and current efforts to focus on these values. It also outlines actions the division will take to move towards its desired state.

The 2014 update to Bus Svc EID Plan outlined several actions to be taken in support of developing and sustaining a more diverse and positive working environment. During the months since that plan took life, successes have been realized in many of these areas with strong impact on the working environment. Other parts of that plan have not yet been realized, but efforts are underway to bring them to fruition in various forms that similarly benefit the division. Thus, the 2015 update to the Bus Svc EID Plan will relate several actions that have already been taken, and relate plans that are in progress for others.

In January 2015, the division formed an EID Committee comprised of representatives from each department and employees from various employment categories including managers and non-managers. The committee was chartered to read the division's cultural environment; consider and discuss best practices within the division; develop recommendations to share and operationalize best practices; and advise division leadership on ways to heighten and support engagement, inclusion and diversity throughout the workplace.

The Bus Svc leadership team partnered with the EID Committee to develop and support related efforts across the division. There is new emphasis on cross-cultivating EID initiatives longitudinally to strengthen a division-wide effort that transcends functional boundaries.

After review of the 2014 EID survey results, engaging the division in several EID-themed focus groups that spanned the division's work force, and considering individual feedback offered in a variety of manners, the division's EID committee identified a number of key themes and opportunities to address and strengthen employee engagement, inclusion and diversity. In the plan, these areas are incorporated into an update of the three thematic areas, organized as sections in Part II: increasing representation and recruitment; increasing engagement; and increasing inclusion.

The division's EID committee framed recommendations in manners that leverage current resources and build on the current environment to enhance the division's mission. In this tenor, the plan's recommendations and associated initiatives are founded on the people, skills and assets that are already present in the division -- heightening and strengthening a culture of engagement, inclusion and diversity.

Because the work of engagement, inclusion and diversity is never complete, this plan is considered a "living document" and will be considered and revised as the division continues on the path to a more engaged, inclusive and diverse workplace. Some goals will be achieved while others will realize only a measure of success and require further review and renewed or sustained address -- EID is not an end-state that an organization reaches or an endeavor that is completed, rather it is the only way to do business in today's increasingly dynamic world.

ASSESSMENT STRATEGY

Currently, the division assesses the workplace climate each year by one of two methods: (1) in 2012 and 2014, survey instruments were used to provide quantified feedback and trend information on EID-related perspectives and beliefs among employees at all levels; and (2) in spring 2015, the division undertook a series of focus groups that were designed to elicit qualitative feedback from staff and mid-level management. From these focus groups, themes emerged that have informed our EID-related processes and planning. Much of the feedback from these recent efforts is incorporated into the Bus Svc 2015 EID Plan in the form of newly added key actions as well as revision to those already identified. The division plans to institutionalize this strategic assessment cycle, seeking alternating biannual feedback via survey instruments and focus groups to ensure complementary methodologies are sampled in our continuing effort to heighten successful efforts.

Additional input to the plan is received and considered via campus-wide themes that are related by the VCFA EID Council and the UW-Madison Diversity Office. These resources will help serve Bus Svc's senior leadership and EID committee to gauge the division's own relative position on a continuing path toward sustaining a more diverse and positive working environment.

Further focus groups are planned for the late fall period of 2015 to ascertain initial feedback from staff and mid-level management on initiatives undertaken under the 2015 EID Plan. The next point of quantitative assessment is expected to take place via survey instrument in 2016.

DIVISION MISSION, VISION AND RELATIONSHIP TO STRATEGIC PLAN

The mission of the Division of Business Services is to support UW-Madison's institutional responsibilities of higher education and research. The division accomplishes its mission through the delivery of essential business services to campus in the areas of accounting, purchasing, materials distribution and surplus, risk management, and student account, payment and loan services. The division's primary strategic priorities are as follows:

- Cultivate a Quality Workforce
- Serve as an Effective Campus Partner
- Ensure the Financial Integrity and Preservation of Campus Assets
- Promote Strategic Sourcing and Demand Management
- Enrich the Student Experience

BACKGROUND AND HISTORY OF BUSINESS SERVICES

The division is currently comprised of 168 employees, classified in the table below:

Employee Class	Number
Academic Staff	5
Limited Appointment	5
Classified Permanent	105
Classified Project	4
Classified LTE	7
Student Hourly	42
Total	168

Data as of July 2015

The division is organized into five major functional units described as follows:

Accounting Services is responsible for University-wide controllership and management of campus accounting functions. It influences, develops and implements financial policies and procedures for university-wide business processes for compliance with tax laws and other Federal and State regulations.

The **Bursar's Office** provides student account, cashiering and student loan services to customers while adhering to regulations of governing agencies and implementing financial procedures. The Bursar's Office is also responsible for maintaining the Student Financial Module of the Integrated Student Information System (ISIS) which manages student accounts, electronic billings, financial aid distribution, third party tuition and fee deferrals, and collection services for UW-Madison.

Purchasing Services provides expert purchasing knowledge for specific commodities and contracting techniques, performs the buying functions for campus, develops written policies and procedures, educates and trains customers and delegated agents, promotes vendor/university relationships, and maintains centralized contracting and inventory records to provide control over the procurement cycle.

Materials Distribution Services (MDS) and **Surplus With a Purpose (SWAP)** are units within Purchasing Services. MDS provides e-commerce ordering for purchasing contracts, storage and delivery services. It is a one-stop web source for office and work materials at the overall lowest cost for UW-Madison, other UW-System campuses, and municipalities. SWAP promotes the sale, reuse, and environmentally-friendly disposal of the State's surplus property.

Risk Management manages UW-Madison's participation in the State of Wisconsin's self-funded Workers Compensation, Property and Liability insurance programs. Additionally, the Office identifies, evaluates and controls loss exposure faced by the University. The International Safety and Security Director (ISSD) works closely with the International Division to support the safety and security of faculty, staff and students who travel internationally.

Like other organizations, the division faces challenges with respect to increasing engagement, inclusion and diversity, but it continues to approach these challenges as opportunities. The division is continuing to work on creating initiatives and activities to strengthen employee engagement, understand and appreciate the value of inclusion and diversity, and determine how to best incorporate these principles into the workplace on a daily basis.

SUMMARY OF GOALS

A fundamental philosophy of the Assistant Vice Chancellor for Business Services (AVCBS) is that people are an organization's most important asset. Numerous studies demonstrate that the values of engagement, inclusion and diversity are linked to organizational success and productivity. Organizations that instill and reflect those values attract and retain the brightest and best employees.

The division continues to weave a philosophy of engagement, inclusion and diversity into its culture. As these values become more visible in the division and mark our initiatives and practices in both subtle and overt manners, they will be inculcated into division policies and procedures, performance standards and evaluations for all employees, and tied to division performance indicators and measures. Our vision is that engagement, inclusion and diversity become a standard for the division's culture -- a meaningful and valued part of the division's fabric that influences every practice at every level.

PART TWO: THE CONTENT OF THE PLAN

SECTION I: INCREASING REPRESENTATION AND RECRUITMENT

GOALS

According to the VCFA Implementation Resource Guide, diversity is a range of human qualities that impact and influence how people are perceived and how they behave. These qualities include, but are not limited to: age, gender, race, ethnicity, color, physical and mental attributes, sexual orientation, marital status, geography, location, spirituality, education, values and beliefs.

Understanding and appreciating the value of human differences will only help get the work of the division done. Towards that end, the goals of the Division of Business Services are to:

- Draw from a more diverse pool of qualified applicants when recruiting for positions.
- Demonstrate an increase of currently under-represented populations in its workforce.

CURRENT STATE

The following tables provide a summary of the Gender and Heritage Data Profile for Business Services, as of July 2015:

By Gender	Female	Male	Unknown
All Staff	52.10%	47.90%	0.00%
Executive/Managerial	42.86%	57.14%	0.00%
FLSA Non-Exempt Staff	56.92%	43.08%	0.00%
FLSA Exempt Staff	48.57%	51.43%	0.00%
Supervisor, primarily FLSA Non-Exempt Staff	44.44%	55.56%	0.00%
Supervisor, primarily FLSA Exempt Staff	33.33%	66.67%	0.00%

By Heritage	Non-White	White	Unknown
All Staff	12.61%	84.03%	3.36%
Executive/Managerial	0.00%	100.00%	0.00%
FLSA Non-Exempt Staff	15.39%	83.07%	1.54%
FLSA Exempt Staff	11.43%	82.86%	5.71%
Supervisor, primarily FLSA Non-Exempt Staff	11.11%	88.89%	0.00%
Supervisor, primarily FLSA Exempt Staff	0.00%	66.67%	33.33%

For comparison, the following tables provide a similar summary of the Gender and Heritage Data Profile for the division as of October 2014:

By Gender	Female	Male	Unknown
All Staff	53.28%	46.72%	0.00%
Executive/Managerial	42.86%	57.14%	0.00%
FLSA Non-Exempt Staff	60.00%	40.00%	0.00%
FLSA Exempt Staff	47.37%	52.63%	0.00%
Supervisor, primarily FLSA Non-Exempt Staff	50.00%	50.00%	0.00%
Supervisor, primarily FLSA Exempt Staff	25.00%	75.00%	0.00%

By Heritage	Non-White	White	Unknown
All Staff	11.47%	85.25%	3.28%
Executive/Managerial	0.00%	100.00%	0.00%
FLSA Non-Exempt Staff	12.31%	86.15%	1.54%
FLSA Exempt Staff	10.53%	84.21%	5.26%
Supervisor, primarily FLSA Non-Exempt Staff	12.50%	87.50%	0.00%
Supervisor, primarily FLSA Exempt Staff	25.00%	50.00%	25.00%

For further historical trend information, a summary Gender and Heritage Data Profile as of October 2012 was as follows:

By Gender	Female	Male	Unknown
All Staff	58.00%	42.00%	0.00%
Academic Staff and Classified Career Executives	54.50%	45.50%	0.00%
FLSA Non-Exempt Staff	56.70%	43.30%	0.00%
FLSA Exempt Staff	61.10%	38.90%	0.00%
Supervisor, primarily FLSA Non-Exempt Staff	50.00%	50.00%	0.00%
Supervisor, primarily FLSA Exempt Staff	62.50%	37.50%	0.00%

By Heritage	Non-White	White	Unknown
All Staff	10.10%	88.20%	1.70%
Academic Staff and Classified Career Executives	9.10%	90.90%	0.00%
FLSA Non-Exempt Staff	8.30%	90.00%	1.70%
FLSA Exempt Staff	11.10%	86.10%	2.80%
Supervisor, primarily FLSA Non-Exempt Staff	25.00%	75.00%	0.00%
Supervisor, primarily FLSA Exempt Staff	12.50%	87.50%	0.00%

The 2014 EID Survey data suggested that, according to respondents, the division was generally welcoming to employees from diverse backgrounds. Some responses of interest from the diversity and inclusion portion of the 2014 Survey were:

- 76% of responses favorably thought their work unit is welcoming to employees of color.
- 81% of responses favorably thought their work unit is welcoming to all people regardless of gender.
- 74% of responses favorably thought their work unit is welcoming to all people regardless of sexual orientation.
- 68% of responses favorably thought their co-workers are open and welcoming to others who are different from them.

By comparison, following were the responses to the same questions from the 2012 Survey results:

- 78% of responses favorably thought their work unit is welcoming to employees of color.
- 79% of responses favorably thought their work unit is welcoming to all people regardless of gender.
- 74% of responses favorably thought their work unit is welcoming to all people regardless of sexual orientation.
- 71% of responses favorably thought their co-workers are open and welcoming to others who are different from them.

DESIRED STATE

The Division of Business Services will be an organization that values, attracts and retains a broad-based workforce comprised of a diverse range of human qualities and unique perspectives.

KEY ACTIONS

Following are key actions that the division plans to implement in the upcoming year. As the division's EID plan continues to mature, employees from various work areas and employee types will be identified to help coordinate these actions.

Conscientious Recruitments

- Prior to beginning a recruitment, hiring supervisors will work with their director and the Assistant Vice Chancellor for Business Services (AVCBS) to consider the needs of the unit and the division, the skills required of the position and how they can create a broad, diverse and qualified applicant pool.
- Balanced and diverse interview panels and search/screen committees will be promoted and training provided to such panels and committees regarding bias literacy and interview parameters (e.g., WISELI Guide and Training for Search Committees on Excellence & Diversity).

External Recruitments

- Hiring supervisors continue to look at internal candidates to fill vacant or new positions in support of engagement and professional development, but also conduct external recruitments to attract a more diverse pool of applicants.
- Bus Svc uses resources that provide access to a diverse and highly qualified applicant pool.
 - During 2014-15, Bus Svc utilized many different external sites to support recruiting efforts to heighten diverse demographics in the workplace, examples among these were: *LinkedIn; Pan-Asian Leaders; Black Executives Network; National Black MBA Association; Native American Professionals; Professional with Disabilities; Hispanic Alliance for Career Enhancement; Madison Network of Black Professionals; Latino Support Network; Urban League of Greater Madison; Centro Hispano; Native American Finance Officers Association; Latino Support Network; and Madison Network of Black Professionals.*
 - About 25% (12/50) of our recruiting efforts used several of these sites (or others) to advertise open positions and promote diversity applications.
- The division will continue to expand its use of career networking tools such as those listed above to identify qualified job seekers. This practice will hopefully strengthen a diverse qualified applicant pool in our competitive hiring process.

Student Employment Initiatives

- 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.
- During 2015-16, student employees are invited to take representative roles on the Bus Svc EID committee, offering them voice in those processes with clear benefit to the division.

Campus Diversity Involvement

- The division currently has an employee representative on the VCFA EID Council, who serves as a valuable liaison between other VCFA units and the division as well as between the VCFA Council and our own Business Services' EID Committee. This participation is a direct means of Bus Svc representation in the VCFA EID process as well as an additional avenue of feedback to our own EID effort.
- The division also has two employees who were elected to the Classified Staff Congress.

Training and Performance Expectations

- According to the 2014 EID Survey, employees would like their supervisors and managers to show greater leadership abilities. The division will 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. Key actions to operationalize this opportunity during 2015-16 appear in Section II, "Increasing Engagement," of this document.
- For 2015-16, EID competencies have been incorporated into the performance standards and expectations for all division managers and supervisors.

Studying Industry Best Practices to Attract and Retain the Very Best Employees

- Create a division working group representative of staff and mid-level management to identify meaningful industry best practices in the areas of employee recruitment and retention to revise and support the division's own process and practices as desirable.

KEY MEASURES

The Division of Business Services will focus on the following measurements to track key actions regarding representation and recruitment:

- 1) The number and percentage of division employees from under-represented populations as identified in the Gender and Heritage Profile for the division. This measurement will help the division determine how successful its actions may be in creating a diverse workforce.
- 2) The number of new-hires who state upon interview and selection that they are attracted to UW-Madison Business Services due to its reputation as a satisfying and rewarding place to work with a positive working environment.
- 3) Increasing the number of hiring processes that utilize diverse professional networking sites to advertise posted openings.

SECTION II: INCREASING ENGAGEMENT

GOALS

According to the VCFA Implementation Resource Guide, engagement is defined as being fully involved in, and enthusiastic about, work. Engaged employees have a heightened connection to their work, the organization, its mission and their co-workers. Engaged employees find personal meaning in their work and are more likely to go beyond the minimum and expend discretionary effort.

Research indicates that engaged employees are also more productive and more likely to be accepting of organizational change. Furthermore, there is a strong correlation between employee engagement and

desirable business outcomes including customer service and financial performance. The goal of the Division of Business Services is to:

- Build a collaborative and inclusive work environment that enhances employees' engagement with their position and the university.

CURRENT STATE

Business Services produced an overall response rate of 84% for the 2014 EID Survey, compared to a response rate of 68% for the 2012 EID Survey. The higher response rate may itself be an indicator of increased engagement in the division, however, the increase could also be due to better division-wide communication and coordination of the 2014 Survey.

A summary of the 2014 EID Survey data indicated that 36% of division employees are engaged, 40% are somewhat engaged and 24% are not engaged. Some responses of interest from the engagement portion of the 2014 Survey were:

- 57% indicate they have the resources to do job well.
- 48% feel recognition is based on performance in their work unit.
- 51% are satisfied with the recognition they receive for their work.
- 64% feel their job makes good use of their skills and abilities.

By comparison, following were the responses to the same questions from the 2012 Survey results:

- 59% indicate they have the resources to do job well.
- 26% feel recognition is based on performance in their work unit.
- 32% are satisfied with the recognition they receive for their work.
- 68% feel their job makes good use of their skills and abilities.

Several strong qualitative themes emerged from the division focus groups held in spring 2015. The groups were deliberately designed to evoke authentic reactions from both supervisory and staff participants. Small groups were facilitated that elicited feedback on current division EID issues and highlighted both opportunities and challenges associated with division goals. While many of these themes support both *engagement* and *inclusion* goals, they are placed here together for reference:

Focus Group Themes

- Bus Svc is an enjoyable, friendly and rewarding place to work
- The division's high-quality people are a true asset to the university
- Positive daily feedback from the UW-Madison community
- A welcome feeling of latitude to conduct the daily job
- The enriching challenge of unique and dynamic projects and requests
- The need for strengthened communication across the division on a variety of levels
- The desire for a more deliberately developed career path
- Structured division support and resources for professional growth
- Strengthened opportunities for professional and social interaction across traditional division functions and organizations
- Create a merit-based recognition system that rewards personal accountability and job performance
- Strengthen the new-employee orientation and "onboarding" to add vitality and consistency

This past year, the division initiated or completed several efforts designed to encourage employee engagement, including:

Launch of Division Intranet Site

In July 2014, the Division of Business Services launched its own intranet site. The purpose of the intranet is to share division successes with employees through a shared portal. The intranet is also used for disseminating campus news, information and updates with division staff.

Employees are encouraged to share relevant information and photos to make the intranet an engaging, inclusive, and useful tool for staff. The intranet site has a separate page for EID information and activities and, most recently, a Student Resources page was added to increase engagement for the division’s student employees. The successes and opportunities to use the intranet site as a continued media for communication are addressed further under the “key actions” paragraphs of this section.

Employee-Involved Performance Appraisal Process Review

In 2014, the division rolled out a new employee evaluation process and appraisal document. This was a result of a review conducted by a division work-group comprised of both managers and non-managers charged with developing recommendations to improve the process. As a result of this effort, the process and appraisal document includes not only an evaluation of employees based on technical competencies but also competencies related to interpersonal skills, collaboration, communication and respectfulness. In 2015, the transition continues as the division adapts the VCFA’s broader appraisal and review initiative to its own human resources processes and related actions. This transition will be updated in subsequent plan revisions.

Additionally, Bus Svc continues its active support and participation in the WiGrow program, a VCFA Student Employment Initiative with a goal of increasing engagement through more intentional interaction with student employees. During the last year, 100% of Bus Svc’s supervisors participated in the WiGrow program. The division’s average number of days from the students’ start of employment to the first mentoring conversation with supervision was 58.5 days. While still higher than the goal of 45 days, this was a significant improvement over the previous year’s average of 228 days.

DESIRED STATE

The Division of Business Services will be an organization in which employees take ownership and pride in the mission and accomplishments of the division.

KEY ACTIONS

Following are key actions that the Division of Business Services either has implemented or plans to implement throughout the next year. As the division’s EID plan continues to mature, actions will be reviewed and employees from various work areas will be identified to help coordinate these efforts.

Division EID Committee

- The division formed an EID Committee in January 2015 comprised of representatives from each department and employees from various employment categories including managers and non-managers. A charter was drafted and the Committee has undertaken a robust work schedule to: study best practices within the division and across campus; review trends found in recent survey results (2012 and 2014); conduct focus groups to ascertain the division’s cultural perspectives; meet with division leadership to relate interim conclusions

and identified themes; recommend additional key actions; and advise division leadership on methods to improve engagement, inclusion and diversity.

Communications

- Staff and leadership seek means to communicate more effectively throughout the division in order to discuss shared achievements, opportunities and concerns. Due to the division's varied working environments and daily schedules, the EID committee identified the need for a combination of different media and forums that can reach across the division to a variety of audiences. Strengthened communication will heighten the division's sense of community and shared purpose while also supporting a more informed and thus effective workforce. The division will take actions in support of this initiative, to include encouraging more face-to-face communication between various leadership levels and staff, as well as supporting further development and use of intranet-shared resources. These actions may take the form of one or more of the following:
 - Division-wide forums held on an annual or recurring basis
 - Functional-area or organizational forums held on a recurring basis
 - Division-wide e-newsletter or another form of electronic media to complement the division's current use of an intranet site
- Additionally, the division will appoint a working group to help identify communications gaps and devise manners in which these shortfalls can be bridged most effectively.
- Qualitative ad-hoc focus groups held on specific issues or opportunities to ascertain qualitative staff perspectives when desired to inform decision-making processes.

Additional Training and Support for Managers and Supervisors

- According to the feedback from the 2014 EID Survey, employees indicated that supervisors and managers needed to improve their leadership and communication skills. Working with the EID Committee and OHRD, 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.
- 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.

Professional Development

- The division evinced a desire for 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. The program will be voluntary and "owned" by individual participants with the division providing support and expertise. The division will undertake steps to develop and field this program in 2015-16.
- Developmental experiences in this spirit are already a part of Bus Svc's work life. As an example, in 2014-15, every one of Accounting Services' 36 employees participated in a campus learning program in either an in-person or online format -- totaling some 260 learning events for Accounting Services alone. The division's initiative for professional

development will add structure and design to participants' experiences with an added element of supervisor interaction and mentorship.

Student Engagement

- Several supervisory vacancies were recently filled that will allow greater attention to student employees within the professional development spirit of the VCFA WiGrow initiative. The division has targeted 100% participation 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). Senior leadership's interest and support for this impactful program will hopefully have significant influence as we seek to continue to enrich the student employee experience.

Utilize Intranet as an Information Resource

- The Intranet has become an important and successful tool to provide Bus Svc staff and supervision with timely information on EID education, participation and training opportunities and resource materials. The division's newly established EID page is regularly updated with vital resources, information and messaging, including that associated with the current efforts by the EID committee. Based on anecdotal feedback, the division's leadership believes that the intranet page is a significant resource and can become an even more visible tool to strengthen communication on a variety of levels.
- Working with the division's EID Committee and OHR, various mechanisms will be explored such as approved videos and webinars that focus on the subjects of leadership, diversity and engagement that staff can access via the intranet. This action mutually supports the related actions associated with strengthened communications across the division.

Appreciate Accomplishments in Relation to the Campus Community

- The division is in a unique position to work with employees from across campus and in relation to many large and exciting campus projects and initiatives. Employees will be given expanded opportunities to see and celebrate the outcome of their hard work and their relationship to the campus community. This could take the form of touring campus facilities or learning about campus projects and initiatives.
- There are several vibrant examples of this action already underway in the division. In the recent past, Accounting Services coordinated visits to the Chazen Art Museum, the Allen Centennial Gardens and the Stephen M. Bennett Student-Athletics Performance Center -- all recipients of the division's daily efforts on the campus community's behalf. These visits model the sort of accomplishments that provide reward and satisfaction for Bus Svc staff.

KEY MEASURES

The Division Business Services will focus on the following measurements to track key actions regarding engagement:

- 1) The division is currently exploring options to track employee usage of the division's intranet site. Since the intranet site is intended to increase a sense of engagement, measuring how often and to what extent division employees utilize the site will help determine how connected employees feel to the division, their co-workers and their work.
- 2) The division will also continue to measure response rates to subsequent EID surveys, as an increase in the number of employees who respond to the survey may be one indicator of a sense of engagement and that their opinion matters.

- 3) Increased communication should be reflected in increased feelings of “engagement” in future survey and focus-group feedback as indicators of greater understanding across the division. Strengthened communication should in turn support an overall increase in feelings of engagement as personnel realize greater personal involvement in decisions and actions as well as a sense of ownership for the division’s professional environment.
- 4) The division will track participation in a newly designed professional development program and also build an internal feedback mechanism for both participants and their supervisors to ensure 360-degree lessons are incorporated into annual programmatic revisions.
- 5) The WiGrow program will be assessed with several measures to ascertain that more timely engagement opportunities are realized between supervisors and student employees. For example, the program’s impact will be assessed by surveyed feedback from student and supervisors to develop best practices and opportunities for programmatic improvement.
- 6) Qualitative feedback heard at future focus groups will inform our process driven actions and complement quantitative survey data as part of an integrated assessment effort.

SECTION III: INCREASING INCLUSION

GOALS

According to the VCFA Implementation Resource Guide, inclusion refers to a sense of belonging, feeling respected, valued, seen for who you are, and valued as a contributing member of the team, work group, or organization. An inclusive culture is one in which barriers to contributions are eliminated, biases are eliminated, and people are respected and able to give their personal best.

Research has demonstrated that, even if an organization has diversity in its midst, employees may not perceive that they are welcome or appreciated. The goal of the Division of Business Services is to:

- Build a work environment so that all employees are supported, included and connected.

CURRENT STATE

The 2014 EID Survey data suggested that, according to respondents, the division needs to improve and increase efforts that foster a sense of inclusion, respect and value among division employees. Some responses of interest from the inclusion portion of the 2014 Survey were:

- 66% of responses indicate that employees feel they are treated with respect at work.
- 69% feel their supervisor respects and values their work.
- 62% feel that their unit co-workers value and respect each other.
- 65% feel comfortable providing feedback to their work unit on work issues.

By comparison, following were the responses to the same questions from the 2012 Survey results:

- 73% of responses indicate that employees feel they are treated with respect at work.
- 74% feel their supervisor respects and values their work.
- 72% feel that their unit co-workers value and respect each other.
- 71% feel comfortable providing feedback to their work unit on work issues.

At the same time, other survey indicators regarding inclusion seem to suggest that some progress has been made towards building a work environment where employees feel supported, included and connected:

According to the 2014 Survey:

- 62% of responses indicate that employees would recommend their unit as a good place to work.
- 70% feel that their work unit is comfortable to them.
- 57% have felt the “silent treatment” from someone at work.
- 60% feel policies are applied fairly in their work unit.

By comparison, responses to the same questions from the 2012 Survey results were:

- 60% of responses indicate that employees would recommend their unit as a good place to work.
- 71% feel that their work unit is comfortable to them.
- 66% have felt the “silent treatment” from someone at work.
- 57% feel policies are applied fairly in their work unit.

Nonetheless, all of the indicators above suggest that the division still needs to improve and increase efforts aimed at building an inclusive work environment and further advance on the “Path to Inclusion.”

DESIRED STATE

The Division of Business Services will be an organization that supports its employees and treats them equitably and respectfully.

KEY ACTIONS

Following are key actions that the Division of Business Services plans to implement throughout the next year. As the division’s EID plan continues to mature, employees from various work areas will be identified to help coordinate these actions.

Celebrate Differences

- The division provides information to employees via the intranet about campus events that include opportunities for employees to understand and learn to appreciate other cultures and interests, and connect with other employees to share experiences.
- The division also sponsors events that provide opportunities for employees to connect, understand and appreciate differences. This currently takes place most often in the context of the division’s organizations, but will hopefully take a broader, more integrated form as we seek to cross traditional functional boundaries whenever possible.

Employee Onboarding

- The division’s current on-boarding efforts continue to vary across work units. Efforts will be heightened to develop a more comprehensive and consistent approach that goes beyond a checklist of tasks to complete and includes ways for new employees to feel connected to the division, co-workers and campus.
- Appoint an onboarding working group to study how best to incorporate VCFA and HR Design initiatives into Business Services’ own processes and potentially translate them into new actions across the division to successfully orient new employees to the division.

Additional Support and Training

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

KEY MEASURES

The Division Business Services will focus on the following measurements to track key actions regarding inclusion:

- 1) The number of employees who participate in development and engagement opportunities provided to identify, appreciate and value differences. The degree of employee participation is one indicator of the level of awareness and support for an inclusive environment.
- 2) By comparing past, current and subsequent EID survey indicators that most closely relate to inclusion (i.e., Q1e, Qd4, Q5j, and Q20).
- 3) Qualitative feedback heard at future focus groups will inform our process driven actions and complement quantitative survey data as part of an integrated assessment effort.

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In summary, the 2015 Bus Svc EID Plan charts a division-wide effort to build and sustain a more positive working environment. This effort is not finite; it is not a campaign that will at some point reach an end. Instead, it is an integral part of everything that the division does to fulfil its daily mission.