



- Thank you all for being here today. I hope this is the start of something positive that will last a long time
- This all started in 2015 at the MAPPA conference in Milwaukee
- Presentation on the Equity, Inclusion, Diversity Initiative at UW FPM
 - Part of a campus-wide initiative
 - Simple premise:

Create a people-centered organization

Something struck me about this presentation and I thought “We should be doing this.”

Talked to the Madison FPM folks and learned more about what they were doing during 2016 and into 2017.

I brought this up to Robin as something to do in FPM and she strongly supported it.

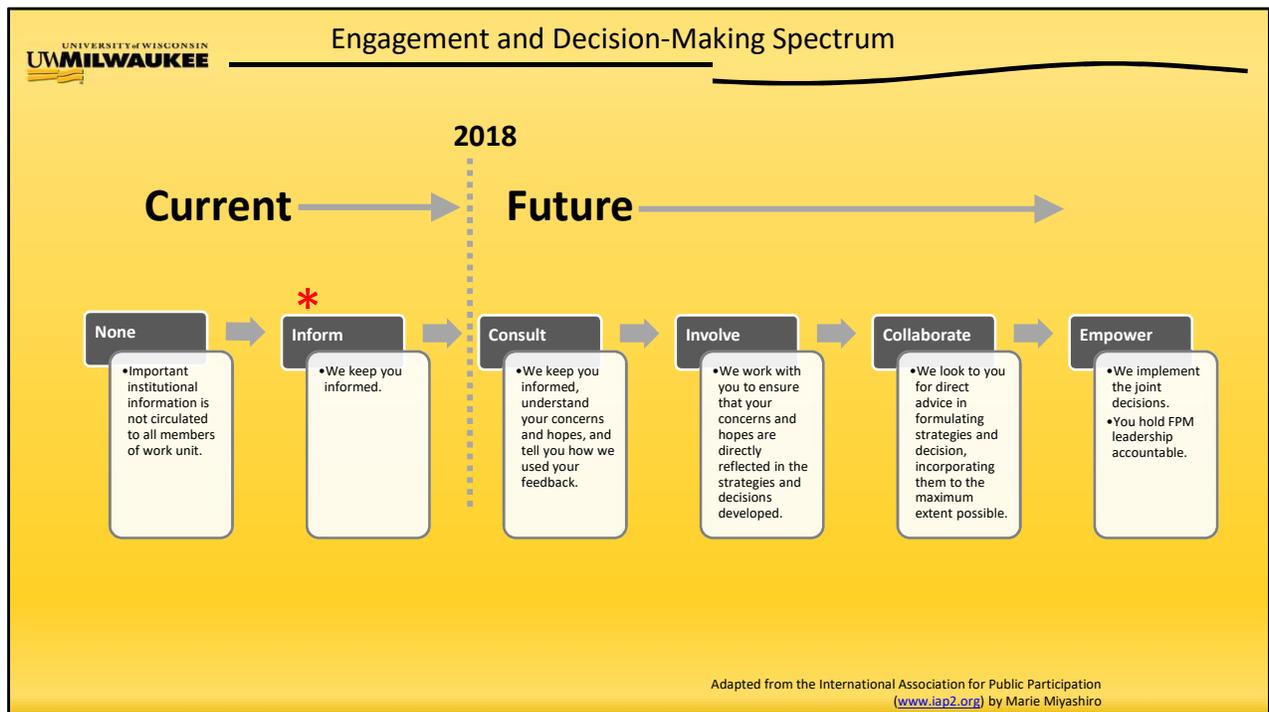
Late 2017 started working on the survey.

Survey was done in early 2018.

Why Do It?

- It's the right thing to do
- Management doesn't know everything
- The world is changing and we need to change – workers want to be engaged
- Everyone has a contribution to make
- Make things better
- Increased satisfaction at work
- It's within our control
- It has the strong support of Robin Van Harpen, Vice Chancellor of FAA

There are many reasons to do this. Here are just a few of them.



This slide is a little too theoretical for my tastes but it does do a good job of illustrating various levels of engagement and decision making levels.

The far left shows a model where nothing is shared about things happening in the organization. The next step is one where information is shared. We are at that level but not to where management is fully informing you of happenings.

Where we are, hopefully, going is one where we consult, involve and collaborate with you on decisions affecting the organization (FPM). This helps create an environment where employees are empowered (overused term) and decisions, to the extent feasible, are made between workers and management, as a

team.

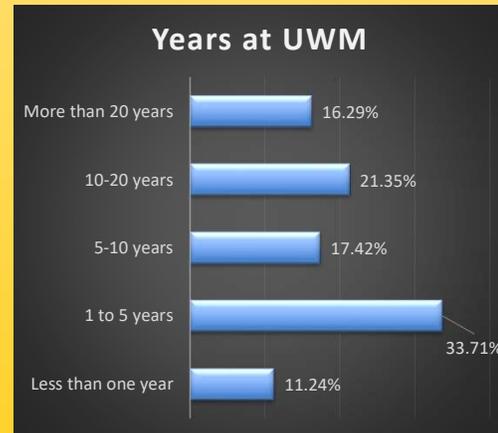
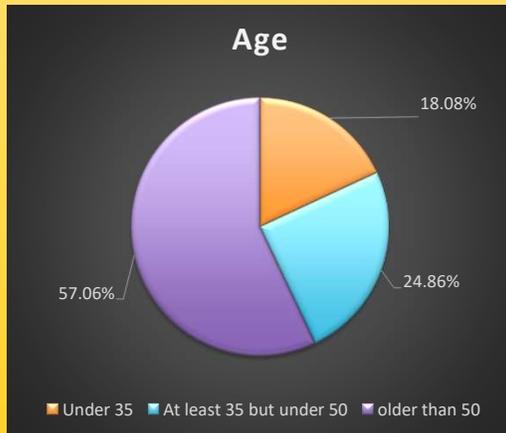
- Assess the current workplace climate – the survey
- Probe deeper – the small group meetings
- Report out*
- Start really talking, jointly make decisions and make changes where we can (more on this later)
- Repeat the survey, measure progress, identify new issues, keep talking and making changes where we can, repeat the survey...

* Where we are today

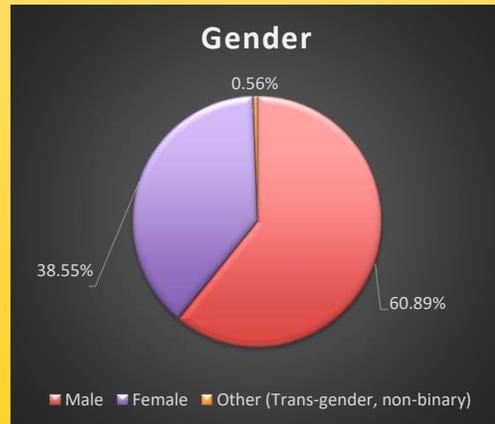
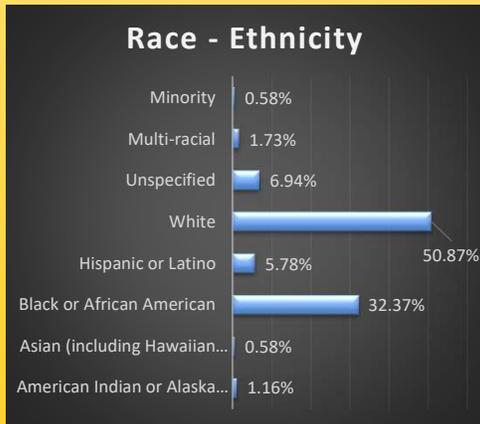
A key point is that engagement is not a one and done or a sometimes thing. It has to become an integral part of our work and it has to be ongoing.

What Did We Learn?

- Those of you that participated in the small group meetings this summer will be seeing the survey data a second time.
- However, it is important to share the information again to make sure those that were not able to participate in those meetings can hear the information as it is important in explaining how we got to where we are and how we move to the next step.



- 180 of 268 FPM staff completed the survey. This was a 67% response rate. Which is excellent. Researchers would be thrilled with this response because sometimes they only see 10% of people they reach out to willing to participate.
- So, a huge Thank you for taking the time!
- There are 5 areas in FPM, some are small (15 staff), some are larger (125). To protect anonymity, respondents department information was not collected. This also means we cannot categorize responses at a department level. We felt hearing more voices anonymously was more valuable than associating the comments to a specific department.
- Majority (57%) of FPM survey respondents are over 50.
- Nearly 45% of the FPM workforce has 5 years or fewer years at UWM. Almost 38% have 10 or more years at UWM.

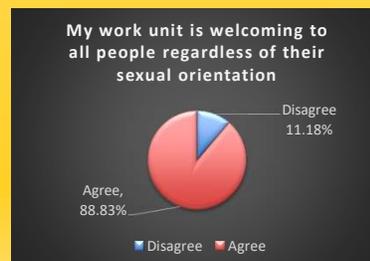
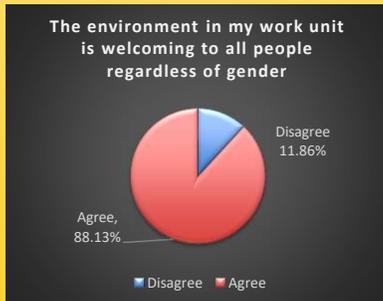


- FPM has Diverse ethnicity with 50% of respondents being white; 32% African American, 6% Hispanic/Latino
- 61% of FPM survey respondents were male. 38% female and less than 1 percent are transgender/non binary



- The survey was divided into four parts – the first section was related to the work environment.
- Most FPM survey respondents, 82%, are generally happy at work.
- 88% of people felt their work unit does high quality work!
- It is great that people the large majority of staff are happy and proud of their work.
- We can observe this as we frequently have staff that are willing to come in off shift during emergencies or going out of their way to help others.
- This is definitely something all of UWM and FPM should celebrate!

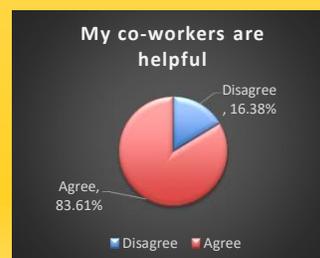
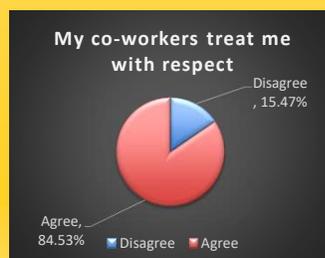
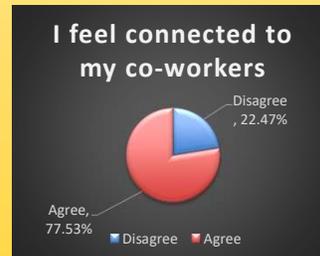
Things to Celebrate-Work Environment



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- 88% agreed that the work environment is welcoming to people regardless of race, ethnicity, gender, and sexual orientation.
- This is a direct result of the FPM employees creating a positive work environment and that is something you should all be proud of.
- We need to continue to encourage this type of environment and climate.

Things to Celebrate - Co-workers



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- The next part of the survey focused on co-workers.
- Survey respondents felt connected to their co-workers and also responded that they were supportive, helpful, and respectful.
- This environment would lead to people feeling generally happy at work (as the first question indicated).
- It makes its easier to come to work when we have a great team of co-workers!



- It's easier to do a good job when you know what is expected of you and it is easier to know what is expected of you when you are aware of things in your buildings that affect the work you do.
- Survey responses showed most of you know what is expected of you and generally are made aware of events and other things that may affect the work you do.

Things to Celebrate-Training

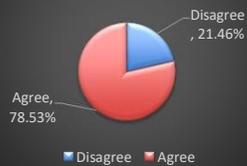
I have the training to do my job well



The workers in my area are well-trained



The training is effective

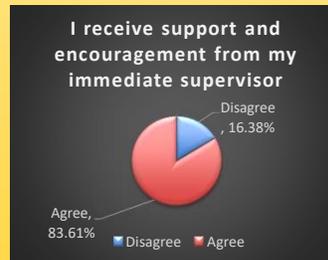


The training is done with respect



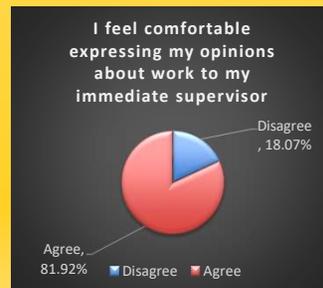
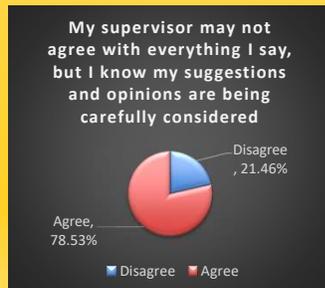
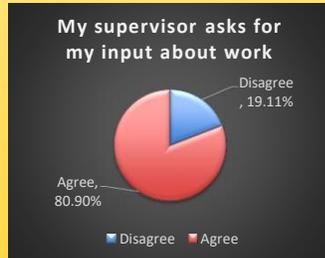
- While the responses were not quite as positive as in other sections, it seems that most people feel training is effective and done with respect.
- The result is people feel they and their co-workers are well – trained.

Things to Celebrate-Supervisors



- The final section of the survey was about supervisors and management.
- Similar to the overall workforce, over 83% of respondents felt their immediate supervisors are supportive, provide useful feedback and are respectful.
- Which led to respondents being satisfied with their supervisor, overall.

Things to Celebrate-Supervisors



- In addition, a majority of respondents (about 80% for most of these questions)
- Felt their supervisors were welcoming and open to hearing opinions and input from them.

Small Group Meetings

- If more than 30% of respondents disagreed with a question, it was determined those were areas to focus on for possible improvement.
- 26 small group meetings were held to probe more deeply into the issues.
- Participants were asked specifically to provide feedback on 6 areas:
 - Fair treatment and work policies
 - Opinions count and employee recognition
 - Work conflicts and feeling safe
 - Training
 - Work distribution and new ideas
 - Management
- Thanks to everyone that attended and to Tony Quintero, Kim Scherzer and Linda Woods for holding the sessions!

- Every organization has its strengths and weaknesses.
- Although the FPM survey responses showed many positive things in FPM, there were also areas that could be opportunities for improvement.
 - Fairness
 - Recognition
 - Work conflicts and feeling safe
 - Training
 - Work distribution
 - Management
- In order to learn more about these topics, 26 small group meeting were held this summer.
- We are very appreciative of the 100 FPM staff that participated and shared their experiences.
- And we could not have done it without the support and hard work of the small group leaders - Tony Quintero, Kim Scherzer and Linda Woods.

- So a huge thank you to all of you for taking the time to share.

Everyone is treated evenly and fairly



Work policies are applied fairly



Examples of comments:

- Expectations are not the same for all staff.
- Workload is not evenly distributed.
- Not enough staff.

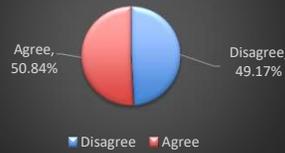
Suggestions:

- Evaluate organizational structure for effectiveness and fairness
- Evaluate supervisory training and communication to ensure consistency

- For the following slides, the graphs on the left show the survey responses (as shared during the small group meetings).
- While the comments and suggestions on the right are a very brief overview or example of things shared by the small groups and summarized by Tony, Kim and Linda.
- The survey data showed that almost 50% of respondents experiences some type of unfair treatment or unfair application of policies., so this was the first topic discussed during the small group meetings.
- Some Small group comments were that expectations and workload are not the same for all staff.
- Suggestions from the meetings were related to evaluating the organizational structure and supervisor training to possibly improve fairness.

Small Group Discussions – Work Environment

Recognition is based on performance



I feel that my opinions count at work



I would recommend my work unit to others as a good place to work



Comments

- **Lack of staff recognition**
- **Significant contributors are assigned additional work**

Suggestions

- **Implement employee recognition**
- **Evaluate opportunities for staff input on equipment and procedure changes**

- Since 50% of survey respondents felt recognition was not based on performance, FPM leadership wanted to know more about this, opinions counting and recommending the work unit to others.
- Comments from the meetings indicated that there is a lack of staff recognition and good performers offer get assigned extra work.
- Suggestions are that employee recognition in FPM should be improved.



Comments

- Verbal conflicts with staff and/or supervisors
- Second and third shift staff feel unsafe when others are in the buildings
- Some equipment being difficult to use

Suggestions

- Improved night security

- Although 81% of respondents feel safe, it was decided that safety is important and more details about why and how to improve safety and reduce workplace conflicts should be gathered from staff.
- Staff shared that verbal conflicts have been observed. In addition, there was concern about working safely outside of first shift.
- Suggestions for improvement included evaluating patrols and evening/night security procedures.



Comments:

- **Lack of recent training for some staff**
- **No money is department budgets for training**
- **Unfair distribution of training opportunities**

Suggestions

- **Departmental budgets for training**
- **Supervisor involvement in training**

- Although only about 20% of survey respondents indicated issues with training (and earlier questions indicated positive findings related to training). However, it was an area identified as something the small groups could provide feedback on.
- In general, participants felt their was a lack of money available for training and that the money available was not always distributed fairly.

Work is distributed fairly in my unit



I feel encouraged to come up with new and better ways of doing things



Comments:

- Some managers will not listen to concerns/recommendations
- Some have heavy workloads while others have light workloads

Suggestions

- Evaluate opportunities for staff input on equipment and procedure changes

- Similar to topics discussed earlier, fair work distribution and coming up with new ways of doing things was identified again in the manager/supervisor section of the survey as something we wanted to know more about.
- Some managers (not all) do not seem to distribute work evenly and are not as receptive to hearing concerns/recommendations.
- The small groups suggested that there be methods to incorporate employee feedback into decisions to purchase new equipment and change procedures.



Comments

- **Lack of transparency and trickle down of information**
- **Lack of meetings between staff and supervisors**

Suggestions

- **Consistent meetings between staff and managers, Chapman leadership**

- It was interesting that survey responses showed satisfaction with supervisors and then these questions showed some concerns related to transparency and contributions toward a positive work culture by management.
- So, this was an area we felt feedback from small group feedback would be useful.
- Comments from the small groups were that there is a lack of transparency, sharing of information.
- Suggestions to address the concerns were that more consistent meetings with supervisors and management could be arranged with Chapman leadership sometimes being there.

Now what?



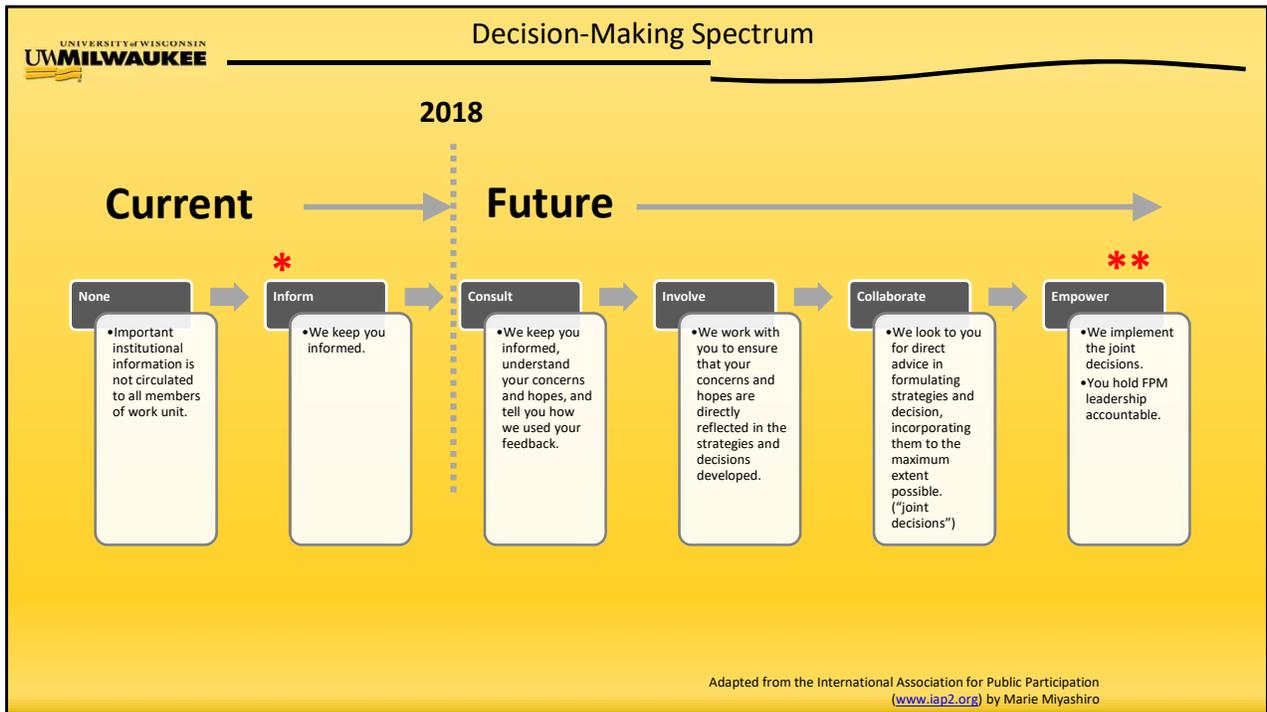
- Tony, Kim and Linda shared small group comments and suggestions with FPM leadership
- Geoff asked Now what?
- How do we use the information that so many people contributed their time and energy to share and collect?
- As every organization has things it does well and other things they can do better.
- Geoff wanted to use the information to find things FPM can do better while still continuing to do the things FPM does well.

Improve:

- Respect and Inclusion
- Worker Safety
- Fair Expectations
- Training and development
- Communication and Transparency

- A small team including Geoff, Kathy Heath, Kurt Henneman, Linda Woods, Kim Scherzer, Tom Picorelli and myself reviewed the survey data and small group meeting comments and suggestions.
- We felt the data collected pointed to 5 areas that could be opportunities for improvement.
- So, for lack of a better place, this is where we would like to start.
- Respect/inclusion
- Worker safety
- Fair expectations

- Training
- Communication and transparency
- We have an idea of what we want to work on. Now, we must turn to the how.



If you'll remember this chart, it is our hope that we move to a collaborative model of engagement and decision making.

So....

Form teams.

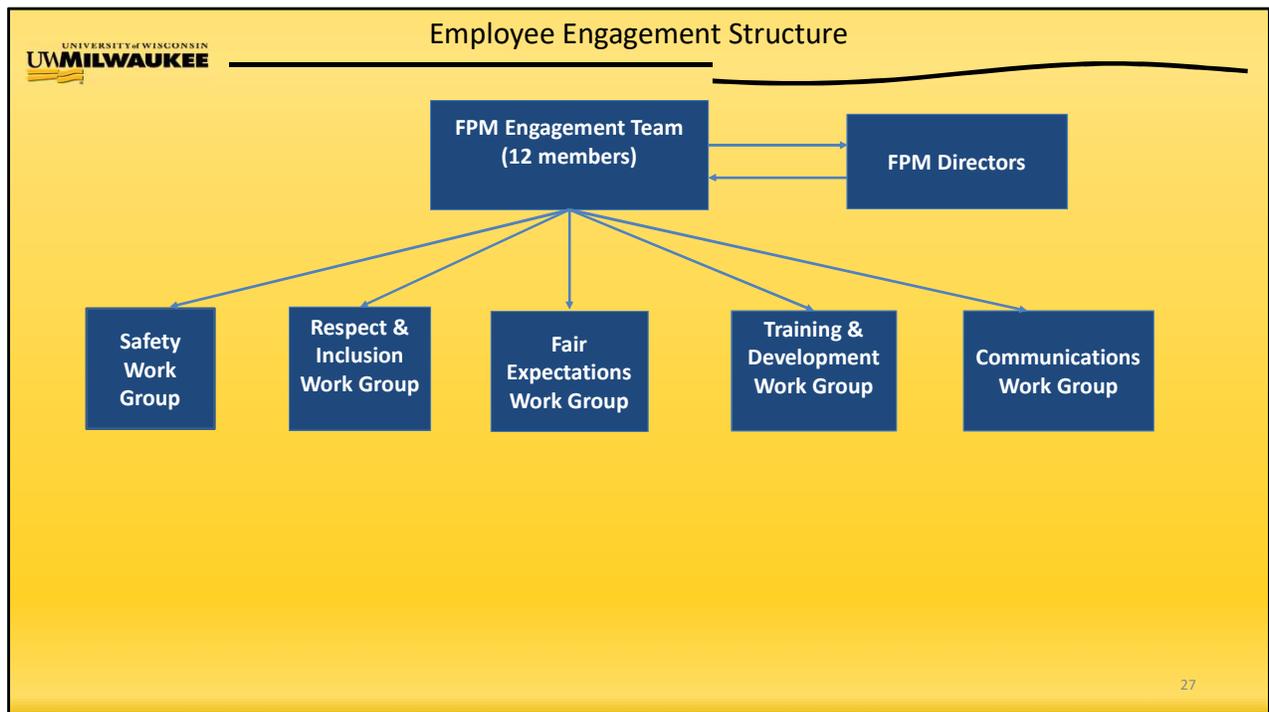


Submit plans.

This will not be done my management and presented to FPM.

It has to be led by you – the people in this room and throughout FPM

Now, it is not practical to have everyone directly involved all at once. After all, we all have jobs to do, so we'll work through teams made up of people from across FPM at all levels.



We'll get into the duties of each team but I want you to take notice of the names in each box. You'll note, there is no "Facilities" team, there is no "Planning" team. There is no "Preventative Maintenance team. Instead, there is a 12 member team that interacts with FPM Directors and five different work groups, each organized around a certain theme.

- 12 members with staggered terms
- Nominated by self or others – selected by FPM Leadership
- Staff from diverse departments and levels represented
- Structure to allow decision making and actions
- Co-Chaired by Melissa Spadanuda and another person from the committee

Responsibilities

- Manages employee engagement survey
- Develops working agenda of major opportunities for improvement
- Meets 1-2 times per month
- Collaborates with work groups
- Develops 2019-2020 action plan for improvement
- Interacts with FPM Leadership to implement the action plan
- **First task: Do we have the right major opportunities for improvement?**

It is important that all departments in FPM be represented and that members come in as resources with expertise about their area and focused on addressing all issues.

Work Groups

- 6-10 members with staggered terms
 - Nominated by self or others – selected by FPM Engagement Team
 - Includes at least one member of the FPM Engagement Team
- Staff from diverse departments and levels

Responsibilities

- Dive into their area of focus and make specific actionable recommendations
- Recommend items for the 2-year action plan
- Monitor progress
- Reports to FPM Engagement Team

I want to emphasize the representation issue and that it is important that all departments in FPM be represented if it makes sense.

- Offers support and encouragement to effort
- Removes barriers to progress and change
- Works with FPM Engagement Team to finalize the 2-year action plan
- Takes steps to implement the 2-year action plan
- Regularly reports progress to FPM Engagement Team on the 2-year action plan
- Works with FPM Engagement Team on the biannual FPM Engagement Survey

Our job, as FPM Directors is to help make this work. And, I would be remiss if I didn't include Kathy Heath and Kim Scherzer. Kathy is our Unit Business Representative and helps keep us financially on the straight and narrow path. Kim is our HR Rep and is involved in just about every recruitment, re-titling, and just about any HR matter you can think of. We can't get very far without their help and I want to thank them for everything they've done to get us here today.

- Regular progress reports to FPM Engagement Team
- Website
- All FPM staff meetings
- Other means as developed with FPM Engagement Team

I want to let you know our initial thoughts for improving communications. I understand we are forming a communications work group to advise the FPM Engagement Team and FPM Directors, but this is too important to wait until they get going. We can always adjust if they come up with different ideas.

Timeline

December	Expressions of interest for FPM Engagement Team and work groups to Melissa Spadanuda
January	Form the FPM Engagement Team First meeting of FPM Engagement Team
February	Establish major improvement action areas
March	Communicate action areas Establish working groups First Meeting of Work Groups
June	Work Groups report specific action recommendations to FPM Engagement Team
July	FPM Engagement Team presents 19-20 action plan to FPM leadership
August	First bi-monthly status report from FPM leadership on progress made and implementation steps taken
October	Second bi-monthly status report from FPM leadership on progress and implementation steps taken
January '20	FPM Engagement Team begins process for 2020 employee engagement survey

* All dates are approximate. Actual meetings will depend on member availability

This is a general timeline. I'm sure something will change along the way but it lays out a roadmap of where we're going.

- Fill out the interest form
- Send information to Melissa Spadanuda at spadanud@uwm.edu or by paper to Engelmann 270
- Due by December 31, 2018
- Include:
 - Your name
 - Your department
 - Your supervisor
 - Your area(s) of interest
 - What you hope to share or contribute by participating

Copies of the report will be available at the conclusion of this session

We also have copies of the interest form and we encourage you to fill it out before you leave.

You may nominate others, but participation is voluntary.

We can't do it without you!

Questions?
Comments?
Suggestions?
What's on your mind?