

University of Wisconsin Milwaukee  
Facilities Planning and Management  
2018 Employee Engagement  
Survey Report

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December 6, 2018

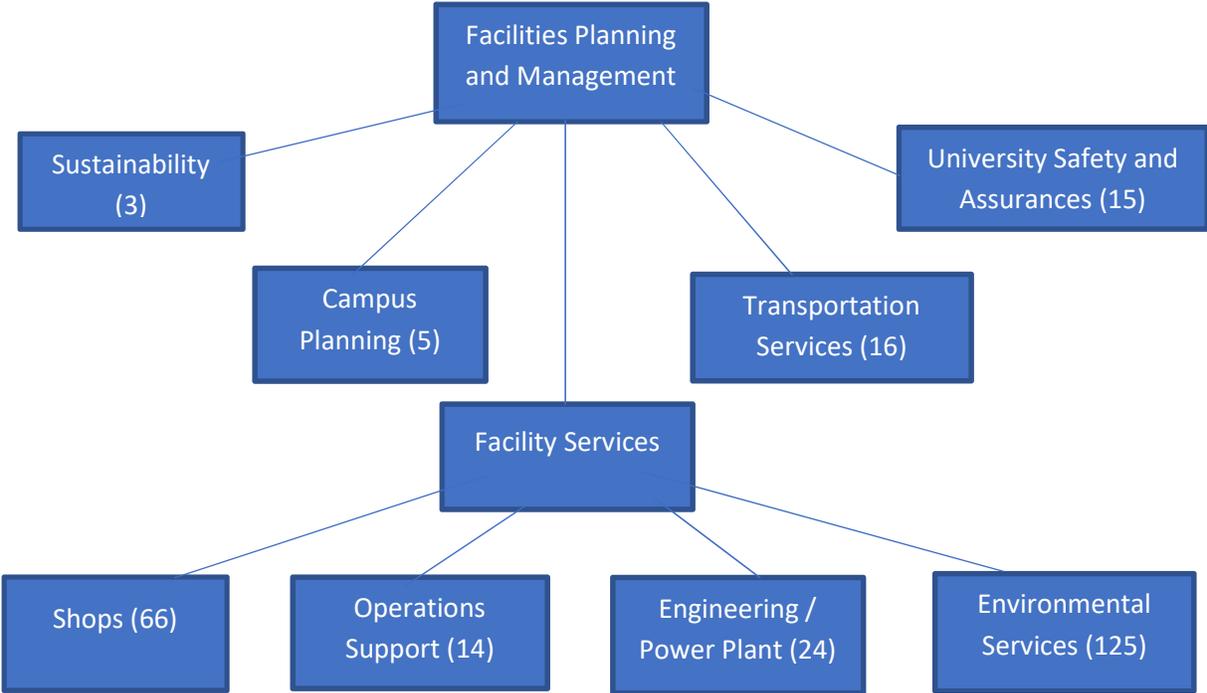
# Section A: Background

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To assess the current climate and employee engagement within Facilities Planning and Management (FPM) at UWM, an anonymous online survey was created and distributed using UWM’s Qualtrics software. The survey was sent to all FPM staff. Survey questions were designed to measure the satisfaction with the work environment, relationships with co-workers, expectations and resources, training, and supervisors/management. Open-ended responses have been grouped together into thematic categories and summarized to remove individually identifying information. Approximately 180 of the 268 FPM employees completed the survey in April 2018.

The survey was very helpful in identifying many issues that are affecting the work climate in FPM. Because of a strong desire to protect the identity of respondents, the data from the survey responses was often more general than needed to develop specific plans to improve climate. Small group meetings were then held to share the results of the survey, gather information and feedback, and probe more deeply into areas that the survey data suggested to be possible areas for improvement. To protect the identity of participants, the facilitators and note-takers for those meetings were from outside of FPM. Twenty-six meetings were held with a total of approximately 100 FPM participants.

FPM at UWM is divided into five areas: Campus Planning, Sustainability, Transportation Services, University Safety and Assurances, and Facility Services. As the largest area within FPM, Facility Services is sub-divided into four areas: Environmental Services, Shops, Operations Support, and Engineering/Heat Plant. The numbers in parenthesis below indicate the number of staff in each area.

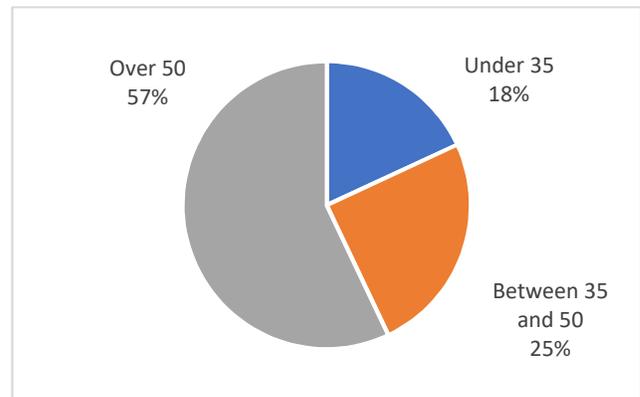


# Section B: Survey Responses

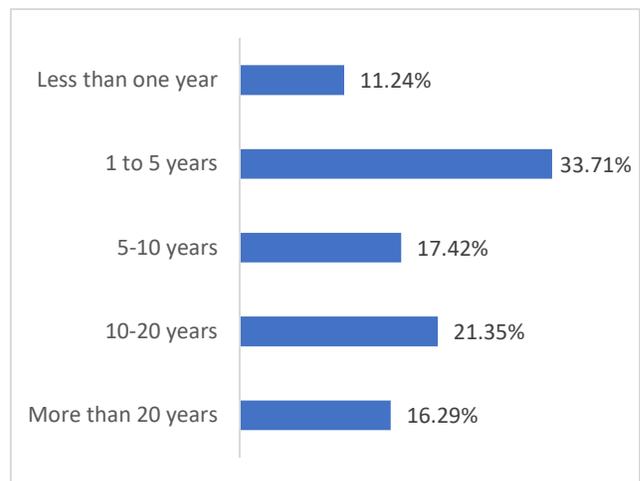
Approximately 180 of 268 FPM employees completed the 52-question, anonymous Qualtrics survey in April 2018. The actual survey responses are provided below. The survey was divided into five sections: Respondent Characteristics, Work Environment, Relationships with Co-workers, Expectations and Resources, Training and Supervisors/Management. Each table lists an individual question and the response options for that question. Each response includes the percentage of FPM respondents and actual number of respondents that selected each answer. In addition, each question presents the data with a graph to provide a visual representation of the responses. For questions that had responses of strongly agree, agree, somewhat agree, somewhat disagree, disagree, and strongly disagree, the graph groups strongly agree, agree, and somewhat agree as “Agree” and somewhat disagree, disagree, and strongly disagree as “Disagree.”

## Respondent Characteristics

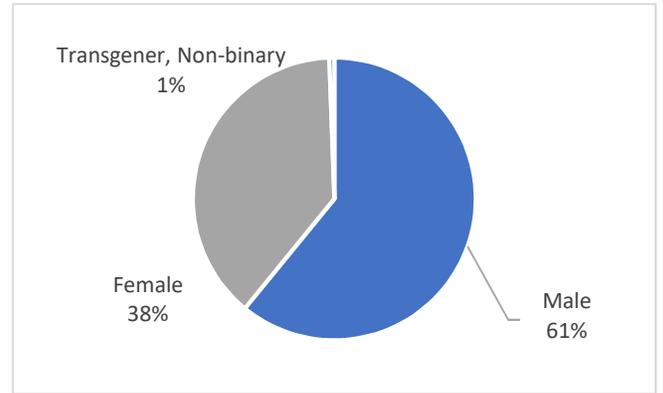
Age in Years	%	Respondents
Under 35	18.1%	32
Between 35 and 50	24.9%	44
Over 50	57.1%	101
Total	100.0%	177



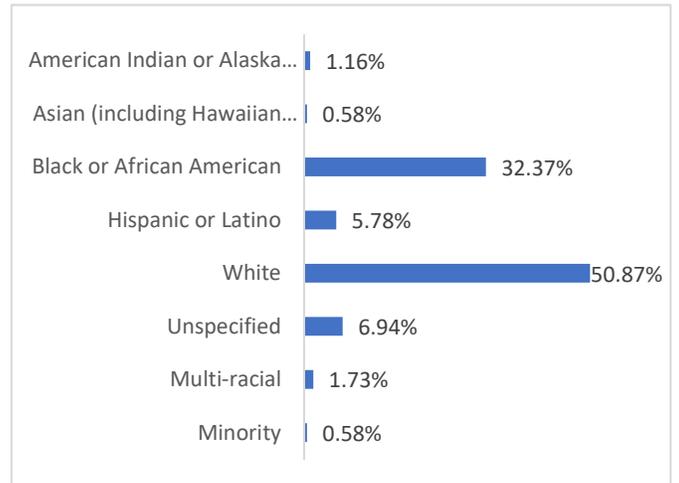
Years at UWM	%	Count
Less than 1	11.2%	20
1 to 5	33.7%	60
5 to 10	17.4%	31
10 to 20	21.4%	38
More than 20	16.3%	29
Total	100.0%	178



Gender	%	Respondents
Male	60.9%	109
Female	38.6%	69
Other (Trans-gender, non-binary)	0.6%	1
Total	100.0%	179

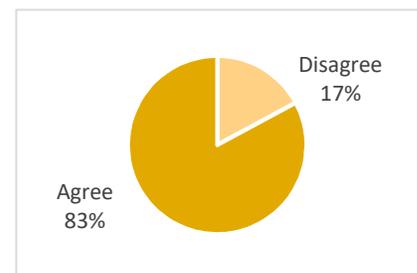


Race/Ethnicity	%	Count
American Indian or Alaska Native	1.2%	2
Asian (including Hawaiian and Pacific Islander)	0.6%	1
Black or African American	32.4%	56
Hispanic or Latino	5.8%	10
White	50.9%	88
Unspecified	6.9%	12
Multi-racial	1.7%	3
Minority	0.6%	1
Total	100.0%	173

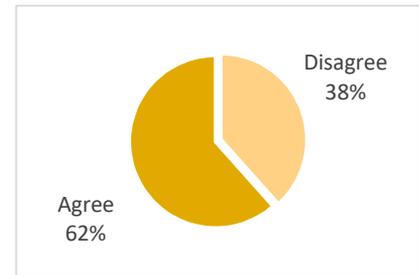


## Work Environment

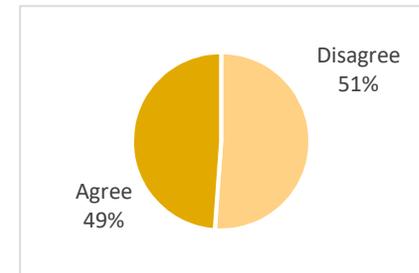
Question	Response	Number	Percent
I am generally happy at work	Strongly Agree	29	16.0%
	Agree	75	41.4%
	Somewhat Agree	46	25.4%
	Somewhat Disagree	15	8.3%
	Disagree	6	3.3%
	Strongly Disagree	10	5.5%
	Total Responses	181	100.0%



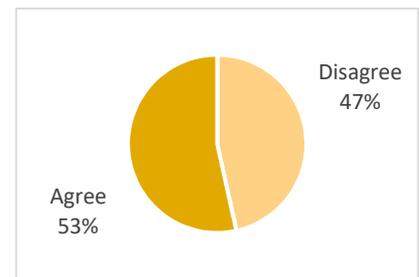
Question	Response	Number	Percent
I feel a spirit of cooperation exists	Strongly Agree	11	6.4%
	Agree	48	27.9%
	Somewhat Agree	47	27.3%
	Somewhat Disagree	25	14.5%
	Disagree	21	12.2%
	Strongly Disagree	20	11.6%
	Total Responses	172	100.0%



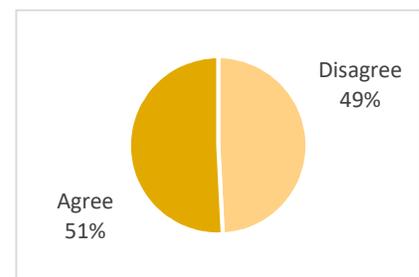
Everyone is treated evenly and fairly	Strongly Agree	9	5.1%
	Agree	46	25.8%
	Somewhat Agree	32	18.0%
	Somewhat Disagree	25	14.0%
	Disagree	32	18.0%
	Strongly Disagree	34	19.1%
	Total Responses	178	100.0%



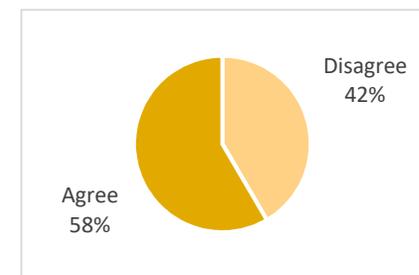
Work policies are applied fairly	Strongly Agree	12	6.9%
	Agree	46	26.4%
	Somewhat Agree	35	20.1%
	Somewhat Disagree	23	13.2%
	Disagree	31	17.8%
	Strongly Disagree	27	15.5%
	Total Responses	174	100.0%



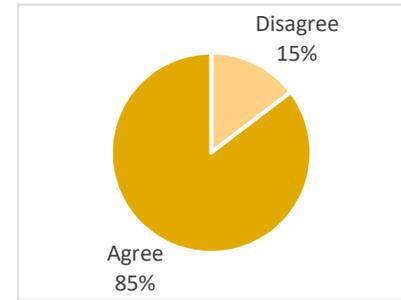
Recognition is based on performance	Strongly Agree	11	6.1%
	Agree	42	23.5%
	Somewhat Agree	38	21.2%
	Somewhat Disagree	26	14.5%
	Disagree	30	16.8%
	Strongly Disagree	32	17.9%
	Total Responses	179	100.0%



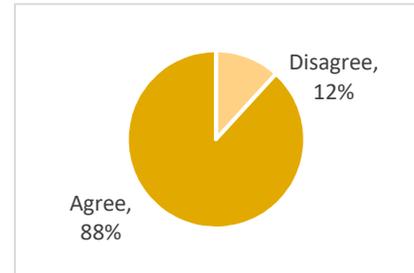
I feel that my opinions count at work	Strongly Agree	16	9.0%
	Agree	48	27.0%
	Somewhat Agree	40	22.5%
	Somewhat Disagree	23	12.9%
	Disagree	26	14.6%
	Strongly Disagree	25	14.0%
	Total Responses	178	100.0%



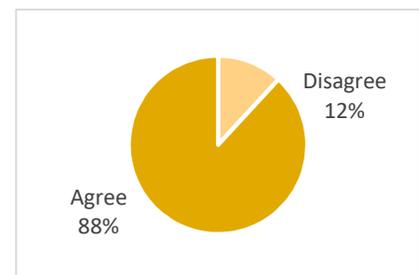
Question	Response	Number	Percent
I see myself still working at UWM a year from now	Strongly Agree	56	31.5%
	Agree	61	34.3%
	Somewhat Agree	35	19.7%
	Somewhat Disagree	11	6.2%
	Disagree	5	2.8%
	Strongly Disagree	10	5.6%
	Total Responses	178	100.0%



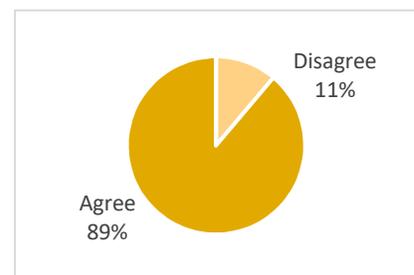
The environment in my work unit is welcoming to people all races and ethnicities	Strongly Agree	58	32.6%
	Agree	75	42.1%
	Somewhat Agree	24	13.5%
	Somewhat Disagree	7	3.9%
	Disagree	6	3.4%
	Strongly Disagree	8	4.5%
	Total Responses	178	100.0%



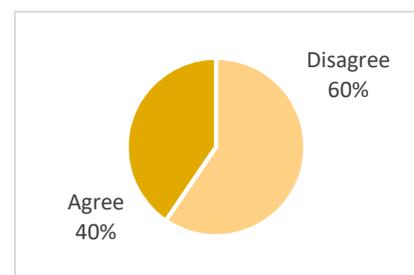
The environment in my work unit is welcoming to all people regardless of gender	Strongly Agree	57	32.2%
	Agree	80	45.2%
	Somewhat Agree	19	10.7%
	Somewhat Disagree	10	5.6%
	Disagree	4	2.3%
	Strongly Disagree	7	4.0%
	Total Responses	177	100.0%



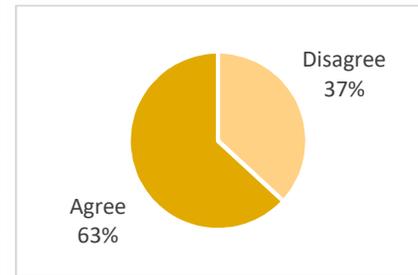
My work unit is welcoming to all people regardless of their sexual orientation	Strongly Agree	58	32.4%
	Agree	85	47.5%
	Somewhat Agree	16	8.9%
	Somewhat Disagree	11	6.1%
	Disagree	2	1.1%
	Strongly Disagree	7	3.9%
	Total Responses	179	100.0%



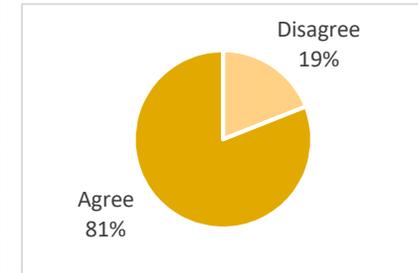
I have seen disturbing conflicts in my work unit within the past six months	Strongly Agree	17	9.6%
	Agree	25	14.0%
	Somewhat Agree	30	16.9%
	Somewhat Disagree	18	10.1%
	Disagree	50	28.1%
	Strongly Disagree	38	21.3%
	Total Responses	178	100.0%



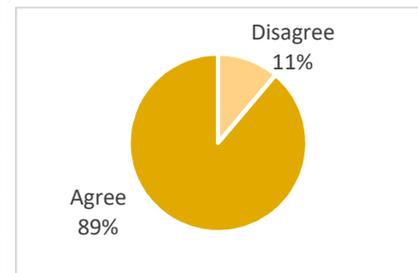
Question	Response	Number	Percent
I am asked for input on work-related matters	Strongly Agree	21	11.7%
	Agree	59	33.0%
	Somewhat Agree	33	18.4%
	Somewhat Disagree	23	12.8%
	Disagree	24	13.4%
	Strongly Disagree	19	10.6%
	Total Responses	179	100.0%



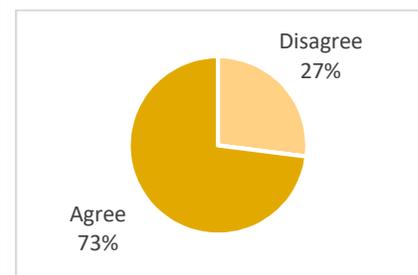
My work unit feels safe to me	Strongly Agree	40	22.3%
	Agree	80	44.7%
	Somewhat Agree	25	14.0%
	Somewhat Disagree	17	9.5%
	Disagree	8	4.5%
	Strongly Disagree	9	5.0%
	Total Responses	179	100.0%



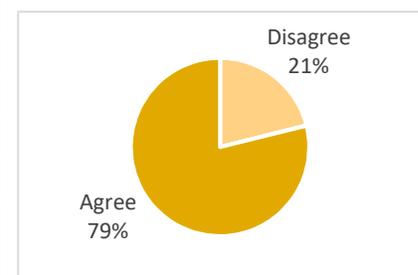
My work unit does high-quality work	Strongly Agree	48	26.8%
	Agree	80	44.7%
	Somewhat Agree	31	17.3%
	Somewhat Disagree	9	5.0%
	Disagree	4	2.2%
	Strongly Disagree	7	3.9%
	Total Responses	179	100.0%



I would recommend my work unit to others as a good place to work	Strongly Agree	41	23.0%
	Agree	57	32.0%
	Somewhat Agree	32	18.0%
	Somewhat Disagree	19	10.7%
	Disagree	9	5.1%
	Strongly Disagree	20	11.2%
	Total Responses	178	100.0%

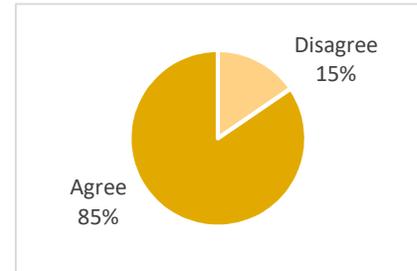


My work unit feels comfortable to me	Strongly Agree	39	21.7%
	Agree	64	35.6%
	Somewhat Agree	39	21.7%
	Somewhat Disagree	18	10.0%
	Disagree	8	4.4%
	Strongly Disagree	12	6.7%
	Total Responses	180	100.0%

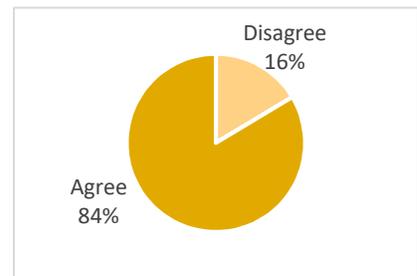


## Relationships with Co-workers

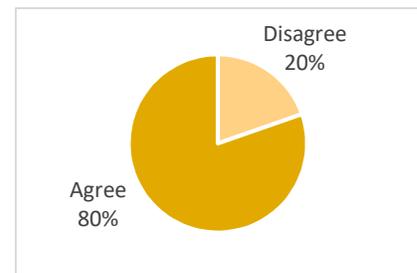
Question	Response	Number	Percent
My co-workers treat me with respect	Strongly Agree	46	25.4%
	Agree	76	42.0%
	Somewhat Agree	31	17.1%
	Somewhat Disagree	11	6.1%
	Disagree	9	5.0%
	Strongly Disagree	8	4.4%
	Total Responses	181	100.0%



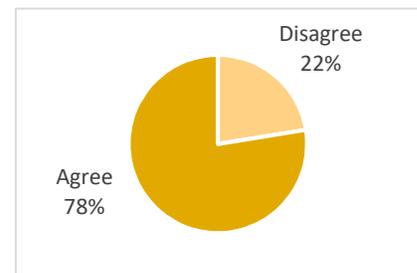
My co-workers are helpful	Strongly Agree	45	25.4%
	Agree	70	39.5%
	Somewhat Agree	33	18.6%
	Somewhat Disagree	13	7.3%
	Disagree	8	4.5%
	Strongly Disagree	8	4.5%
	Total Responses	177	100.0%



My co-workers offer support and encouragement	Strongly Agree	42	23.6%
	Agree	66	37.1%
	Somewhat Agree	35	19.7%
	Somewhat Disagree	14	7.9%
	Disagree	10	5.6%
	Strongly Disagree	11	6.2%
	Total Responses	178	100.0%

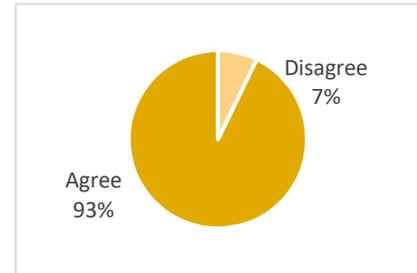


I feel connected to my co-workers	Strongly Agree	40	22.5%
	Agree	54	30.3%
	Somewhat Agree	44	24.7%
	Somewhat Disagree	12	6.7%
	Disagree	17	9.6%
	Strongly Disagree	11	6.2%
	Total Responses	178	100.0%

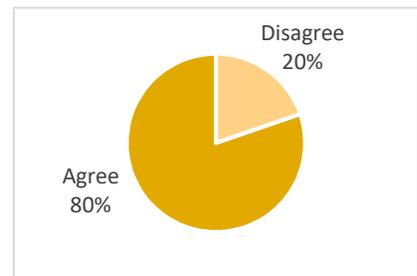


## Expectations and Resources

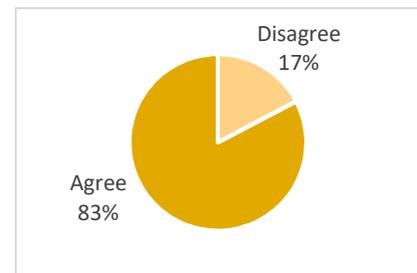
Question	Response	Number	Percent
I know what is expected of me at work	Strongly Agree	66	36.7%
	Agree	77	42.8%
	Somewhat Agree	24	13.3%
	Somewhat Disagree	5	2.8%
	Disagree	5	2.8%
	Strongly Disagree	3	1.7%
	Total Responses	180	100.0%



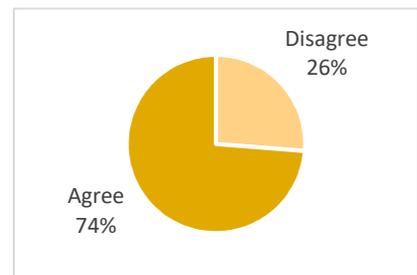
I have the resources to do my job well	Strongly Agree	44	24.9%
	Agree	59	33.3%
	Somewhat Agree	39	22.0%
	Somewhat Disagree	13	7.3%
	Disagree	14	7.9%
	Strongly Disagree	8	4.5%
	Total Responses	177	100.0%



I am made aware of events or things in my buildings that may affect the work we do	Strongly Agree	39	21.8%
	Agree	73	40.8%
	Somewhat Agree	36	20.1%
	Somewhat Disagree	9	5.0%
	Disagree	13	7.3%
	Strongly Disagree	9	5.0%
	Total Responses	179	100.0%

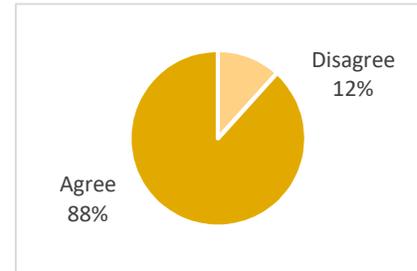


I feel encouraged to come up with new and better ways of doing things	Strongly Agree	36	20.1%
	Agree	65	36.3%
	Somewhat Agree	31	17.3%
	Somewhat Disagree	15	8.4%
	Disagree	20	11.2%
	Strongly Disagree	12	6.7%
	Total Responses	179	100.0%

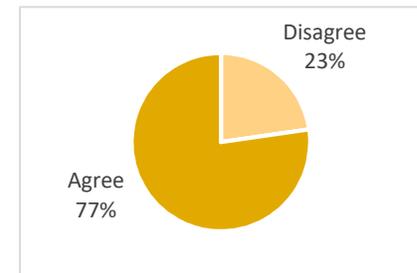


## Training

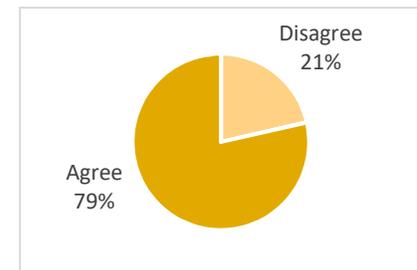
Question	Response	Number	Percent
I have the training to do my job well	Strongly Agree	54	30.2%
	Agree	86	48.0%
	Somewhat Agree	18	10.1%
	Somewhat Disagree	10	5.6%
	Disagree	7	3.9%
	Strongly Disagree	4	2.2%
	Total Responses	179	100.0%



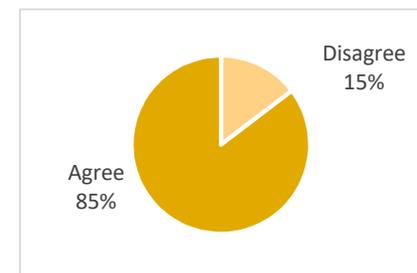
The workers in my area are well-trained	Strongly Agree	32	18.2%
	Agree	72	40.9%
	Somewhat Agree	32	18.2%
	Somewhat Disagree	20	11.4%
	Disagree	15	8.5%
	Strongly Disagree	5	2.8%
	Total Responses	176	100.0%



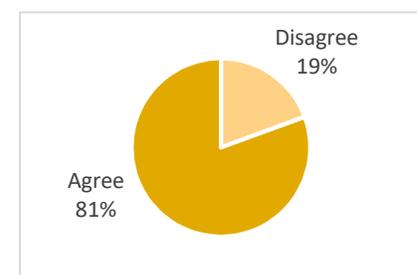
The training is effective	Strongly Agree	24	13.6%
	Agree	82	46.3%
	Somewhat Agree	33	18.6%
	Somewhat Disagree	18	10.2%
	Disagree	7	4.0%
	Strongly Disagree	13	7.3%
	Total Responses	177	100.0%



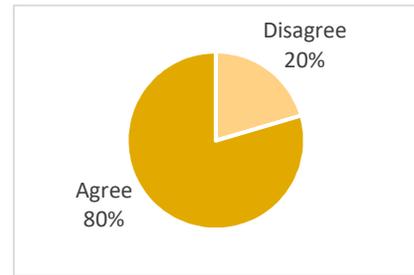
The training is done with respect	Strongly Agree	37	20.9%
	Agree	88	49.7%
	Somewhat Agree	26	14.7%
	Somewhat Disagree	11	6.2%
	Disagree	5	2.8%
	Strongly Disagree	10	5.6%
	Total Responses	177	100.0%



The training is realistic	Strongly Agree	29	16.6%
	Agree	80	45.7%
	Somewhat Agree	32	18.3%
	Somewhat Disagree	17	9.7%
	Disagree	10	5.7%
	Strongly Disagree	7	4.0%
	Total Responses	175	100.0%

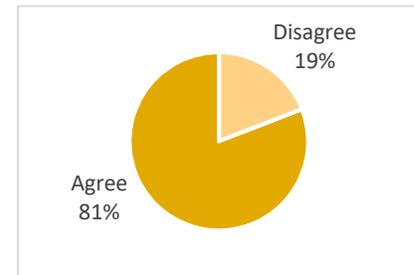


Question	Response	Number	Percent
I am allowed to take initiative to assess my skills and seek appropriate training	Strongly Agree	33	18.8%
	Agree	76	43.2%
	Somewhat Agree	31	17.6%
	Somewhat Disagree	16	9.1%
	Disagree	11	6.3%
	Strongly Disagree	9	5.1%
	Total Responses	176	100.0%

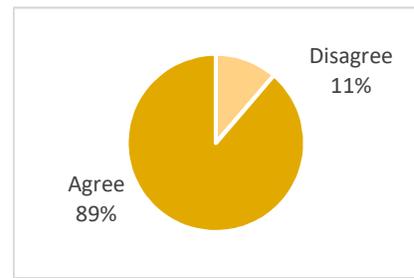


## Supervisor and Management

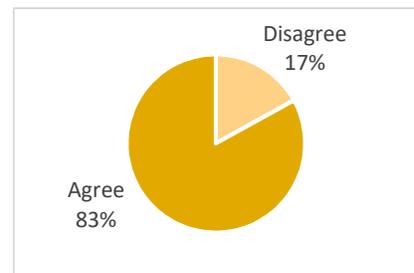
Question	Response	Number	Percent
My supervisor asks for my input about work	Strongly Agree	28	15.7%
	Agree	76	42.7%
	Somewhat Agree	40	22.5%
	Somewhat Disagree	14	7.9%
	Disagree	11	6.2%
	Strongly Disagree	9	5.1%
	Total Responses	178	100.0%



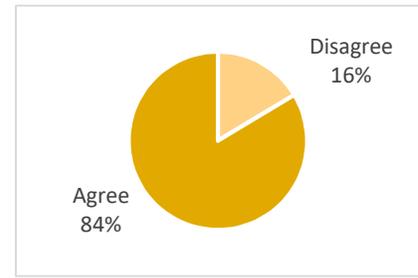
My supervisor treats me with respect at work	Strongly Agree	46	26.0%
	Agree	87	49.2%
	Somewhat Agree	24	13.6%
	Somewhat Disagree	7	4.0%
	Disagree	3	1.7%
	Strongly Disagree	10	5.6%
	Total Responses	177	100.0%



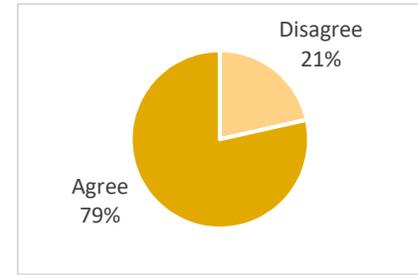
My supervisor provides me with useful feedback on my job performance	Strongly Agree	45	25.4%
	Agree	67	37.9%
	Somewhat Agree	35	19.8%
	Somewhat Disagree	8	4.5%
	Disagree	10	5.6%
	Strongly Disagree	12	6.8%
	Total Responses	177	100.0%



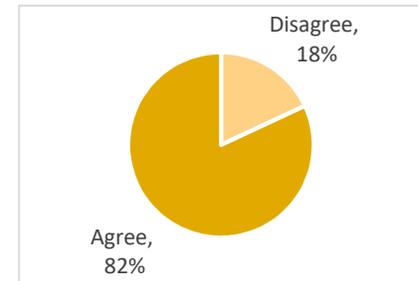
Question	Response	Number	Percent
I receive support and encouragement from my immediate supervisor	Strongly Agree	47	26.6%
	Agree	60	33.9%
	Somewhat Agree	41	23.2%
	Somewhat Disagree	9	5.1%
	Disagree	10	5.6%
	Strongly Disagree	10	5.6%
	Total Responses	177	100.0%



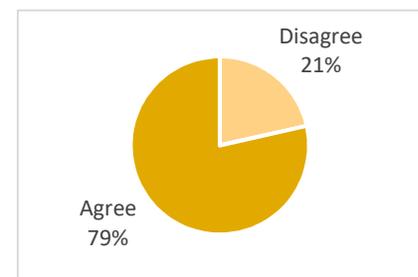
My supervisor may not agree with everything I say, but I know my suggestions and opinions are being carefully considered	Strongly Agree	36	20.3%
	Agree	65	36.7%
	Somewhat Agree	38	21.5%
	Somewhat Disagree	9	5.1%
	Disagree	13	7.3%
	Strongly Disagree	16	9.0%
	Total Responses	177	100.0%



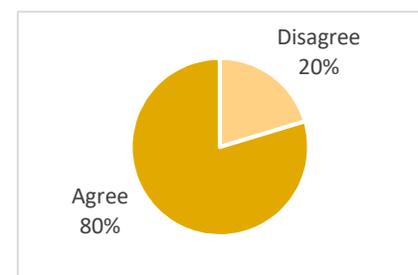
I feel comfortable expressing my opinions about work to my immediate supervisor	Strongly Agree	47	26.6%
	Agree	70	39.5%
	Somewhat Agree	28	15.8%
	Somewhat Disagree	12	6.8%
	Disagree	5	2.8%
	Strongly Disagree	15	8.5%
	Total Responses	177	100.0%



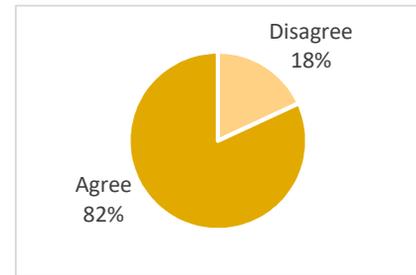
My supervisor responds effectively to conflicts at work	Strongly Agree	35	19.8%
	Agree	66	37.3%
	Somewhat Agree	38	21.5%
	Somewhat Disagree	12	6.8%
	Disagree	8	4.5%
	Strongly Disagree	18	10.2%
	Total Responses	177	100.0%



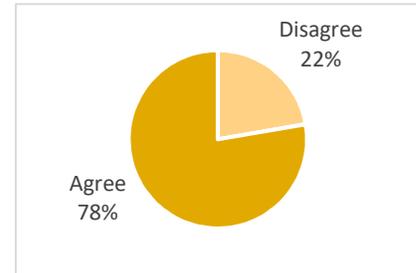
My supervisor is an effective manager	Strongly Agree	46	26.0%
	Agree	62	35.0%
	Somewhat Agree	33	18.6%
	Somewhat Disagree	12	6.8%
	Disagree	7	4.0%
	Strongly Disagree	17	9.6%
	Total Responses	177	100.0%



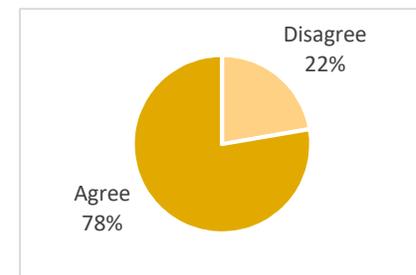
Question	Response	Number	Percent
My supervisor is fair	Strongly Agree	53	29.9%
	Agree	65	36.7%
	Somewhat Agree	27	15.3%
	Somewhat Disagree	11	6.2%
	Disagree	7	4.0%
	Strongly Disagree	14	7.9%
	Total Responses	177	100.0%



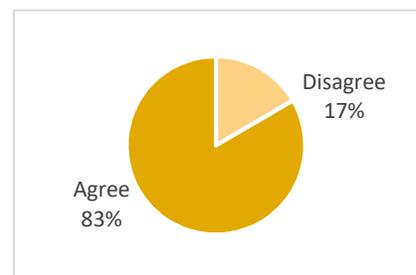
My supervisor deals effectively to resolve conflicts in my work unit	Strongly Agree	39	22.3%
	Agree	68	38.9%
	Somewhat Agree	29	16.6%
	Somewhat Disagree	18	10.3%
	Disagree	7	4.0%
	Strongly Disagree	14	8.0%
	Total Responses	175	100.0%



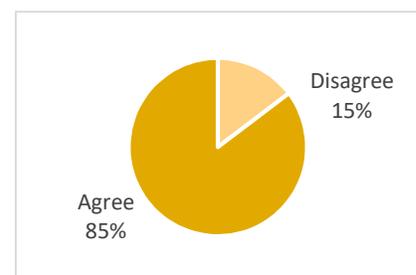
My supervisor has good management skills	Strongly Agree	48	27.4%
	Agree	56	32.0%
	Somewhat Agree	32	18.3%
	Somewhat Disagree	16	9.1%
	Disagree	7	4.0%
	Strongly Disagree	16	9.1%
	Total Responses	175	100.0%



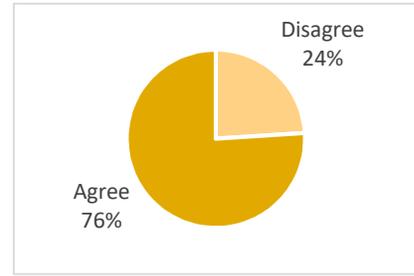
Overall, I am satisfied with my supervisor	Strongly Agree	58	33.1%
	Agree	58	33.1%
	Somewhat Agree	30	17.1%
	Somewhat Disagree	8	4.6%
	Disagree	7	4.0%
	Strongly Disagree	14	8.0%
	Total Responses	175	100.0%



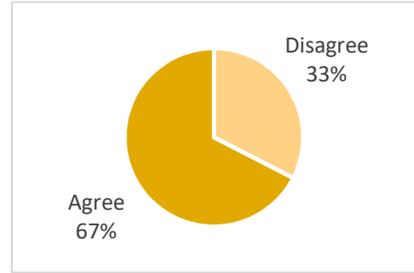
My supervisor is open and welcoming to others who are different from him or her	Strongly Agree	59	33.3%
	Agree	70	39.5%
	Somewhat Agree	22	12.4%
	Somewhat Disagree	13	7.3%
	Disagree	1	0.6%
	Strongly Disagree	12	6.8%
	Total Responses	177	100.0%



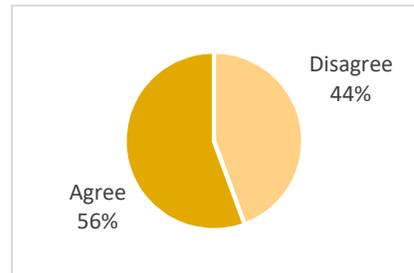
Question	Response	Number	Percent
Policies are applied fairly in my unit	Strongly Agree	33	19.3%
	Agree	62	36.3%
	Somewhat Agree	35	20.5%
	Somewhat Disagree	20	11.7%
	Disagree	6	3.5%
	Strongly Disagree	15	8.8%
	Total Responses	171	100.0%



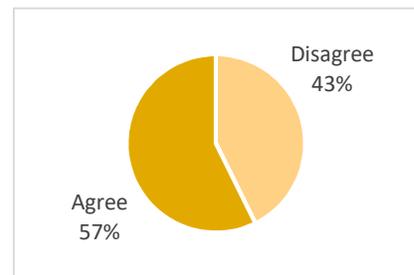
Work is distributed fairly in my unit	Strongly Agree	27	15.7%
	Agree	63	36.6%
	Somewhat Agree	26	15.1%
	Somewhat Disagree	23	13.4%
	Disagree	14	8.1%
	Strongly Disagree	19	11.0%
	Total Responses	172	100.0%



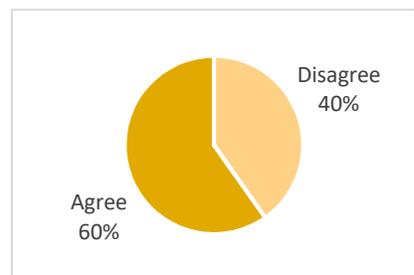
I feel the management team is transparent	Strongly Agree	15	8.9%
	Agree	42	24.9%
	Somewhat Agree	37	21.9%
	Somewhat Disagree	23	13.6%
	Disagree	28	16.6%
	Strongly Disagree	24	14.2%
	Total Responses	169	100.0%



Management contributes to a positive work culture	Strongly Agree	17	9.9%
	Agree	55	32.2%
	Somewhat Agree	26	15.2%
	Somewhat Disagree	24	14.0%
	Disagree	23	13.5%
	Strongly Disagree	26	15.2%
	Total Responses	171	100.0%



Overall, I am satisfied with the managers and leaders above my supervisor	Strongly Agree	27	15.5%
	Agree	44	25.3%
	Somewhat Agree	33	19.0%
	Somewhat Disagree	16	9.2%
	Disagree	19	10.9%
	Strongly Disagree	35	20.1%
	Total Responses	174	100.0%



# Section C: Survey Findings and Small Group Meetings

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Based on the survey results, the following observations were made about the FPM population:

- More than half (57%) of the staff are over 50 years of age
- About 45% of the staff have been at UWM 5 years or less
- Approximately 60% of the FPM staff are male
- FPM represents an ethnically diverse work force

The following survey responses were considered positive findings:

- 83% of respondents are generally happy at work
- 85% of respondents expect to be working at UWM one year from now
- Almost 90% of respondents feel their work units are welcoming to staff of all races, ethnicities, gender, and sexual orientation
- 89% of respondents believe their work units does high quality work
- 84-85% of respondents feel their co-workers are helpful and treat them with respect
- 93% of respondents know what is expected of them at work
- 88% indicate they have the training to do their job well
- 89% of respondents responded that their supervisor treats them with respect
- 83% responded that they were satisfied with their supervisor

In most cases, where more than 30% of respondents disagreed with a question, it was determined those were areas for possible improvement. To understand the concerns more specifically, 26 small group meetings were held with approximately 100 FPM staff to probe more deeply into the issues and understand reasons for the survey responses. To ensure openness, the meetings were conducted with HR representatives rather than FPM staff. In addition, staff and supervisor groups met separately. Participants were asked specifically to provide feedback on the following areas.

1. Everyone is treated evenly and fairly / Work policies are applied fairly
2. Recognition is based on Performance / I feel my opinions count at work / I would recommend my work unit to others as a good place to work
3. I have seen disturbing conflicts in my work unit within the last six months / My work unit feel safe to me
4. Work is distributed fairly in my unit / I feel encouraged to come up with new and better ways of doing things
5. I feel the management team is transparent / Management contributes to a positive work culture / Overall, I am satisfied with the managers and leaders above my supervisor

6. The training is realistic / I am allowed to take initiative to assess my skills and seek appropriate training

Below is a summary of the comments provided at the small group meetings. To protect confidentiality, names have been removed and some specific details have been generalized. After reviewing the comments from the 26 small group sessions and comments provided in the survey, they were categorized into five main areas.

### **Personal Safety and Work Safely Protocols**

#### Small Group Meeting Comments:

- Second and third shift custodial staff feel unsafe at times when homeless people enter and/or stay in the building after hours
- Same homeless people week in and week out., move from building to building
- Current cleaning equipment (i.e., vacuum cleaners) is cumbersome, ineffective, uncomfortable and unsafe

#### Small Group Meeting Improvement Ideas:

- More police patrols are needed at night

### **Growing a Culture of Respect and Inclusion**

#### Small Group Meeting Comments:

- The recent pay plan was confusing and insulting since individuals on the lower end of the salary spectrum received a trivial amount while those with higher salaries received significantly more
- Employees are punished/disciplined publicly
- Some managers will not listen to concerns/recommendations
- No raises – staff turnover high – doing more – poorly trained – lack of professionalism in management – corrected/criticized but not encouraged
- Some supervisors do not have any say in their own employees' discipline.
- Classism - custodians are viewed in a negative light in the campus community at large
- Retaliation for bringing up concerns publicly to management
- Screaming at new hires, current employees and other supervisory staff. Communication centered on disrespect. Policies don't apply to some for those actions/behavior
- Facility Services meetings are often canceled
- Staff recognition is a joke and does not exist
- Many staff reported verbal conflicts among co-workers or management/employee interactions
- Environmental Services staff feels like they are being treated as criminals because of race
- Inflammatory remarks about individuals from other staff regarding the work of habits of custodians and blaming them for incidents with no proof
- Employees are told decisions after the fact. No solid reasoning communicated to employees about decisions

- Employees feel that there will be no results from this climate survey and that Chapman leadership is just going through the motions

#### Small Group Meeting Improvement Ideas:

- Let supervisors actually supervise their own employees and deal with their own employee issues
- Leadership needs to consult with staff when selecting new equipment

### **Establishing and Acting upon Fair Expectations**

#### Small Group Meeting Comments:

- Same work standards for cleanliness are not applied evenly. Some custodians and/or areas are scrutinized more.
- Merit increases are not fairly distributed and not based on evaluations
- Pay is extremely low compared to other UW institutions and local employers
- Policies are not applied evenly, blatant favoritism by supervisors and management
- Upper ES management targets people for discipline, not following job cards, and personality conflicts
- Workload not assigned fairly. Some individuals had more floors, classrooms, bathrooms, etc.
- Current supervisor accountability standards are not effective, not enforced evenly, arbitrary, and not producing the desired results
- Staff have not had recent evaluations but were evaluated by new management for the recent merit exercise
- More trade staff needed and we are top-heavy with supervisors
- Differing levels of job performance among staff
- Poor performing staff (both supervisors and employees) are recognized for their work when significant contributors are overlooked or burdened with extra work
- Snow shoveling in winter
- NO CURRENT elevator constructors
- Supervisors in some areas allow some employees to do whatever they want and make the rest of the staff pick up the slack
- Some areas have extremely high workloads, while others have fairly light workloads

#### Small Group Meeting Improvement Ideas:

- Revise leadership
- Get rid of lead workers (i.e., they are acting like supervisors and no work is getting done)
- Hire custodial floaters for ad hoc projects and to cover for absent staff
- Assign work evenly
- Demand greater accountability from employees and management
- Raise custodian salaries or provide incentives for better performance
- Get grounds staff to do shoveling
- Supervisors need to supervise and hold those employees who do not do their job accountable
- Staffing analysis needs to be looked at in Facility Services

## **Improving Training and Development**

### Small Group Meeting Comments:

- Only certain employees are selected for out of state training
- More training is needed for custodial staff.
- Environmental Services staff not properly trained for lamping
- No recent training for craftworker employees
- No money in departmental budgets for training
- Training opportunities need to be rotated amongst staff and not just given to the same individuals over and over

### Small Group Meeting Improvement Ideas:

- Supervisory training is needed for everyone in FPM
- Realistic training for new employees
- Direct supervisors should have more involvement in new employee training and have employees shadow current employees for a set period of time
- Hire lampers or train properly or designate select employees as lampers
- Money needed to be specifically allocated to department for training purposes

## **Improving Transparency and Communication**

### Small Group Meeting Comments:

- Lack of transparency in the following areas: Facility Services, Transportation Services, Chapman Leadership, Environmental Services
- Not enough meetings between supervisors and staff
- No open-door policy with some managers.
- Some managers do not feel the need to meet with staff, but then have no problem criticizing them without talking to them first
- Poor communication and follow-up with Transportation Services staff (e.g., emails not responded to, campus events not communicated, not notified about training offerings after submitting requests)

### Small Group Meeting Improvement Ideas:

- Some managers need more one on one time with direct reports and needs to meet with all departments, more face-time with employees
- More meetings in smaller groups with Chapman leadership
- Ensure the trickle down of information to staff through departmental leadership

# Section D: Opportunities for Improvement

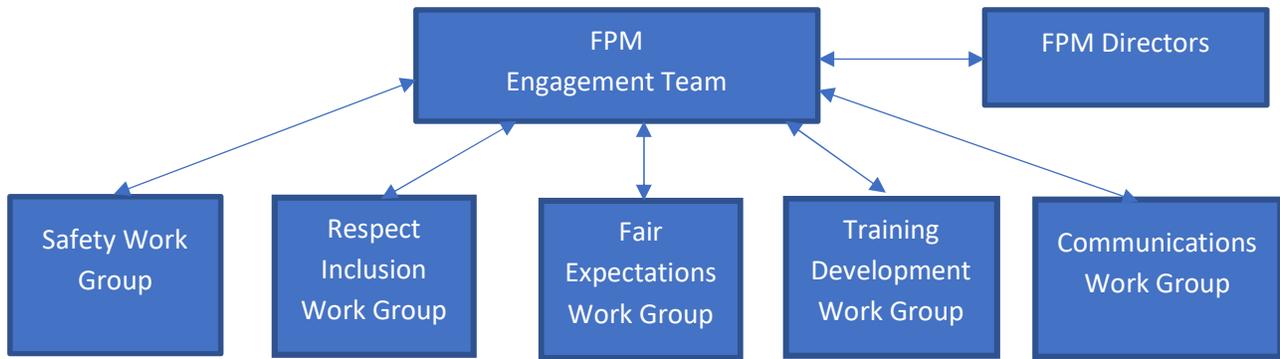
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The UWM FPM leadership greatly appreciate everyone that completed the survey and participated in the small group meetings. The results have been useful for understanding the strengths of FPM and the opportunities for improvement. Some changes will be difficult and may take time. However, by working together we have the opportunity to improve the climate and employee engagement in FPM. Based on the data collected to this point, FPM leadership and UWM Human Resources team members have developed an initial list of five areas for improvement with a few specific ideas for each. This is just a recommended starting point. The teams described below will review this list and shape it to what they feel are the most important issues to address. The groups will develop short, medium and long-term goals and work with FPM leadership to monitor progress. Therefore, some changes will be quick wins while others will take longer and require more support to implement.

- Personal safety and work safely protocols
  - Late hour safety/security procedures
- Growing a culture of respect and inclusion
  - Implement positive feedback mechanisms
  - Develop feedback process with staff for changes in equipment/procedures
- Establishing and acting upon fair expectations
  - Evaluate work assignments to ensure fairness and realistic expectations
  - Improve communication and mentoring among managers to ensure consistency in supervision/management of FPM staff
- Improving training and development
  - Develop and communicate department training plans and opportunities with staff
  - Evaluate Supervisor Training and revise, if needed
- Improving transparency and communication
  - Establish routine department meetings and invite FPM leadership periodically
  - Website for FPM engagement

Employee engagement must become an ongoing part of the FPM operations. It must involve workers and supervisors from all parts of FPM. The ideas must come from the employees not just FPM leadership. Not all ideas will be possible, but there must be an honest, ongoing dialogue between all levels of FPM to improve the climate and employee engagement.

We will be forming teams to lead the improvement plans and opportunities. Each team will include staff from different FPM departments with a variety of areas of responsibility (including both managers and non-managers). Team members will serve two to four-year terms, and membership changes will be staggered to prevent all members from beginning and ending their participation at the same time. Membership changes allow the opportunity to maximize staff participation while ensuring a variety of thoughts and ideas are considered. The initial plan of the teams is shown below.



It is expected that the FPM Engagement Team will have approximately 12 members and the other groups will have 6-10 members. Each team may determine that additional members, teams or sub-groups are needed to ensure progress on important projects and plans can be implemented in a timely manner. Teams will meet one to two times per month at a consistent time determined by team members. Teams will develop action items and members will volunteer to complete tasks based on the goals and needs of the team.

The FPM Engagement Team will develop a working plan of the opportunities for improvement, and they will determine membership for the work groups. The Engagement Team members will also participate in one work group to ensure communication between the groups. With input from the work groups, the Engagement Team will prioritize goals and develop two-year action plans. The Engagement Team will communicate and collaborate with FPM Directors to support progress on goals and action items. Future FPM engagement surveys and survey analysis will be completed by the FPM Engagement Team.

The Work Groups will develop specific action plans and make priority recommendations to the FPM Engagement Team. After approval by the Engagement Team and FPM Directors, the work groups will then coordinate with FPM leadership and departments to implement the prioritized plans.

We will ensure on-going communication through the development of a webpage, a quarterly newsletter, email updates, all staff meetings, and other methods developed by the work groups.

We will begin forming teams in January, interested staff should submit the information on page 21 to Melissa Spadanuda via email to [spadanud@uwm.edu](mailto:spadanud@uwm.edu) or via paper to Engelmann Hall, Room 270 by December 31, 2018.

We may have more people interested than we have positions available, and we also need to ensure representation from a variety of departments on each committee. Therefore, not all people will be selected to participate in the initial teams. Since team members will have terms there will be opportunities for those not initially selected to be a part of future teams/groups. In addition, team members will be soliciting feedback from all staff at various points in the planning and implementation phases on projects. We cannot make improvements without you!

**I am interested in participating in a FPM Engagement Team or work group.**

**Your Name:** \_\_\_\_\_

**Your Department:** \_\_\_\_\_

**Your Supervisor:** \_\_\_\_\_

**Your Areas of Interest (check all that apply):**

**FPM Engagement Team** \_\_\_\_\_

**Safety Work Group** \_\_\_\_\_

**Respect Inclusion Work Group** \_\_\_\_\_

**Fair Expectations Work Group** \_\_\_\_\_

**Training & Development Work Group** \_\_\_\_\_

**Communications Work Group** \_\_\_\_\_

**Please tell us what you hope to share or contribute by participating:**

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**Return to Melissa Spadanuda at Engelmann 270 or e mail [spadanud@uwm.edu](mailto:spadanud@uwm.edu)**