WELCOME

FM Forum on the Employee Climate Survey

Summer Update 2021
Purpose of CSU’s Employee Climate Survey

Assess current working environment and inform decisions and investments that allow employees to work in alignment with the land-grant mission.

‘Together, we can work to achieve the goal of being a work environment where all feel welcomed, valued and affirmed, and employees are able to do their best work and thrive.’
2018 Employee Climate Survey: What went well?

• Perception that FM promotes a work environment where all employees feel included

• Perception that FM treats all employees equitably

• FM team feels a strong sense of belonging to CSU
  • Understanding the difference between a CSU division or department was not as clear
  • FM is a department within the Division of University Operations

• Nearly 40% FM response rate
2018 Employee Climate Survey: What went well?

Percentage of respondent agreement to items related to Department/Unit perceptions over time

<table>
<thead>
<tr>
<th>Statement</th>
<th>2014</th>
<th>2016</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>I would recommend my department/office as a place of employment</td>
<td>49%</td>
<td>50%</td>
<td>56%</td>
</tr>
<tr>
<td>Department/office climate has become consistently more inclusive of all employees</td>
<td>59%</td>
<td>63%</td>
<td>68%</td>
</tr>
<tr>
<td>Department/office provides employees with a positive work experience</td>
<td>49%</td>
<td>50%</td>
<td>56%</td>
</tr>
<tr>
<td>Department/office encourages discussions related to diversity</td>
<td>51%</td>
<td>55%</td>
<td>62%</td>
</tr>
<tr>
<td>Department/office creates a supportive environment for employees from diverse backgrounds</td>
<td>51%</td>
<td>55%</td>
<td>62%</td>
</tr>
<tr>
<td>Department/office retains diverse employees</td>
<td>51%</td>
<td>55%</td>
<td>62%</td>
</tr>
<tr>
<td>Department/office improves the campus climate for all employees</td>
<td>55%</td>
<td>58%</td>
<td>64%</td>
</tr>
<tr>
<td>Department/office recruits employees from a diverse set of backgrounds</td>
<td>55%</td>
<td>58%</td>
<td>67%</td>
</tr>
</tbody>
</table>
2018 Employee Climate Survey: What could we do better?

- Bias/Favoritism
- Bullying
- Verbal Assault
- Leadership accountability

- Respect/Feeling valued as an employee
- Sense of belonging
- Low salary
- Lack of promotion

Less favorable responses among FM State Classified employees than Admin Pro employees
FM Actions 2018 – 2021
to Address Employee Climate
Initiatives for Improved Employee Climate

• Justice, Equity, Diversity, & Inclusivity (JEDI) Team
  ▪ FM Diversity Plan with several actions accomplished and in progress (described in following slides) to improve employee climate

• Employee Recognition Committee (ERC) events
  ▪ International FM Recognition ‘aka Donut Day’
  ▪ FM chili cook-off
  ▪ Ice cream social
  ▪ COVID mask contest

• ERC-sponsored SPARK recognition program
  ▪ Approved by Central Human Resources & highlighted by CPC
  ▪ Dedicated annual budget with 1,732 SPARK awards to date
  ▪ $20 for 2020
  ▪ Quarterly ($250) and Annual ($500) awards
• Enhanced FM Communications at department & section levels
  ▪ Operations ‘Coffee Talks’
  ▪ FM Weekly emails and *Facilities Focus* quarterly newsletters:
    ✓ Lived examples of Principles of Community in FM
    ✓ Updates about diversity and inclusion efforts
    ✓ Employee benefits
    ✓ Employee & Section spotlights
    ✓ Raising awareness of CSU’s diverse community
  ▪ Spanish translation of FM department communications

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- FM Weekly Emails ([fm.colostate.edu/diversity](fm.colostate.edu/diversity)):
  - 05/05/2020 - Cinco de Mayo History and Strength of Diversity
  - 06/19/2020 - Black Lives Matter / Juneteenth
  - 06/22/2020 - Communication Access
  - 06/24/2020 - FM Committee Participation
  - 07/30/2020 - Racial Justice and Equity
  - 09/08/2020 - Accessibility
  - 09/30/2020 - Communication Focus Groups
  - 10/05/2020 - Employee Climate Survey Sessions
  - 11/23/2020 - Diverse Holidays
  - 12/14/2020 - Focus Group Sessions - Feedback & Next Steps
  - 01/11/2021 - Employee Study Privilege
  - 01/26/2021 - JEDI Team Name Change
  - 02/02/2021 - Temple Grandin Equine Center Inclusive Design & Signage
  - 02/16/2021 - Black History Month
  - 03/08/2021 - Women’s History Month - Part 1
  - 03/09/2021 - Women’s History Month - Part 2
  - 03/10/2021 - Women’s History Month - Part 3
  - 03/11/2021 - Women’s History Month - Part 4
  - 03/12/2021 - Women’s History Month - Part 5
  - 03/24/2021 - Pilot Program & Inclusive Events
  - 05/13/2021 - AAPI Heritage Awareness
  - 06/09/2021 - Pride Month

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- *= Bias/Favoritism/Bullying*
- • = Leadership accountability
- ✓ = Respect/Feeling valued/Sense of belonging
- ○ = Low salary/Lack of promotion
Accomplishments

Goal 1: Actively Support Efforts to Increase Recruitment, Hiring, and Retention of Employees from Marginalized and Excluded Populations

• DUO Diversity Committee’s “Diversity in the Search Process” checklists to all search committee members for both AP and SC positions (Summer 2020)
• New JEDI Core Competency in FM annual performance reviews (Spring 2021)
• Employee Study Privilege resource webpage (https://www.fm.colostate.edu.esp) & video to help FM employees navigate this CSU benefit, including FAQ in Spanish (January 2021)
• Assess position vacancies for “trainee” opportunities to create pathways for career progression for employees (Ongoing)
  ▪ Examples include Service Desk and Utility Plant
Accomplishments (cont.)

Goal 1: Actively Support Efforts to Increase Recruitment, Hiring, and Retention of Employees from Marginalized and Excluded Populations

- Assistant Trades Manager Position Vacancy
  - Budget constraints limited hiring. Assign supplemental duties to FM team for two years.
  - Create career progression opportunities
  - Saved 90% of full-time salary ($160,000 over two years)
  - Advertised to FM team only, developed selection criteria and training program
  - Solid interest from 10 FM candidates, interviewed by diverse search committee.
  - 4 finalists selected to each serve six-month rotation as Interim Assistant Trades Manager.
  - Finalist pool with diverse representation of people of color, gender, and work experience.

= Bias/Favoritism/Bullying  = Leadership accountability  = Respect/Feeling valued/Sense of belonging  = Low salary/Lack of promotion
Accomplishments

Goal 2: Actively cultivate an inclusive institutional climate

- Principles of Community Tip Sheet for FM supervisors (Summer 2019)
- Inclusive guide for planning events and meetings in person and virtual (Spring 2021)
- Additional physical access to technology & communications
  - Monitors through FM areas (Fall 2020)
  - Computers added to custodial breakrooms (Fall 2020)
  - iPod Touch Pilot Program – 11 employees participating (Summer-Fall 2021)
    - Identify who may have issues with accessing email
    - Find out why people can’t, or don’t, access email
    - Ensure all FM employees have access to work email during work on daily basis

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Goal 2: Actively cultivate an inclusive institutional climate

- Invested in inclusive physical infrastructure for FM employees
  - Foothills Campus Custodial breakroom (Spring 2020)
  - Weber Custodial breakroom (Fall 2020)
  - Hoteling work stations for hybrid and part-time employees in FM North (July 2021)
  - All gender restroom in FM North (August 2021)
Employee Development & Trainings

- **New Employee 3-Hour Training** *(Ongoing)*:
  - Diversity/Inclusivity
  - Sexual Harassment, Title IX and VAWA (Violence Against Women’s Act)
  - Interpersonal Violence

- **Principles of Community Training** *(January 2019)*:
  - For FM Supervisors and JEDI Team

- **2018 Employee Climate Survey Results Discussion**
  - For Supervisors *(Summer 2019)*
  - For Employees *(Fall 2020 – delayed due to pandemic)*

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Employee Development & Trainings (cont.)

- Justice, Equity, Diversity and Inclusion-related *trainings* *(Ongoing)*
  - 3-4 JEDI-related trainings per year during JEDI Team meetings, invite FM Direct Reports and other FM staff
    - *Ex: Safe Zone Training (November 2020); Recruitment, Hiring, Retention and Promotion of Diverse Staff (March 2021)*
  - JEDI Team actively communicate to respective FM sections about training opportunities *(Ongoing)*
    - *Ex: Ongoing Safe Zone training offered to all FM Teams - see Pride flyer for more details (June 2021)*

- FM Book Club for FM Senior Leadership *(Ongoing)*
  - “How To Be an Anti-Racist”
  - “White Fragility”
Employee Development & Trainings (cont.)

• Facilities Management Leadership Academy *(Launching Fall 2021)*
  - Commitment to invest in our most valuable resource: **People**
  - Increase team’s knowledge and skills
  - Supports career progression
  - Supports succession planning
  - Employee engagement and retention
  - Demonstrates a tailored professional approach, with a certificate earned upon completion of the academy; FM Leadership and Vice President of University Operations (VPUO) attend recognition ceremony upon completion
  - Cohort style, allows for team building and networking among staff

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Future Actions & Training

- Establish baseline for diversity in current hiring pool

- *New* State Classified EO Coordinator training for Search Process
  - Planning in process
  - Launching Fall 2021
  - Collaboration between JEDI Team and FM Human Resources (HR)
Bias, Bullying, Verbal Assault

• HR actions to date, examples include:
  ▪ Respectful behavior by building tenants to our FM team
  ▪ Contractor training for FM team
  ▪ Sexual harassment reported

• Process to report:
  ▪ FM Leadership can only take action on what is reported, while also maintaining a vigilant presence to ensure this does not occur
  ▪ Action taken may be slow, involving multiple campus entities
  ▪ Process and actions taken are confidential
Where do we still need to improve?

FM Community =
Be courageous, use your voice, make a difference, experience change

• State Classified (SC) vs Admin Pro (AP) staff responses – Better understand these differences
  • Pay
  • Benefits
  • Time tracking

• We need continued engagement/feedback from all FM employees to both celebrate growth and achievements while recognizing areas we need to improve.

• **How to maximize FM participation in Fall 2021 Employee Climate Survey?**
Related Updates

• Upcoming budget info
• 3% raises for CSU employees (AP & SC)
• What to expect from FM leadership in Fall 2021