

FACILITIES MANAGEMENT

Diversity Plan

June 2019

Developed by FM Diversity Team and Department Leadership

Charge of the Team: The Facilities Management (FM) Diversity Team is charged with helping to carry out the Diversity Plan set forth by the Division of University Operations (DUO), specifically for Facilities Management—to communicate the plan, its goals, and help with diversity and inclusion efforts, and to follow up on diversity and inclusivity needs particular to our department.

This Plan outlines the specific actions Facilities Management will take by the Year 2021 to carry out the goals set forth by the DUO Diversity Plan.

DUO Diversity Goal 1: *The Division of University Operations will actively support efforts to increase recruitment, hiring and retention of employees from marginalized and excluded populations in all units within the Division.*

FM Implementation Plan for Goal 1

- Establish a 2019 baseline for diversity in current hiring pool, using hiring metrics from CSU Office of Equal Opportunity (OEO) and Facilities Human Resources (HR)
 - Utilize existing data about the current demographics of FM and continue to track as positions are filled. Review in July 2020 (and in July annually thereafter) to determine demographics of FM.
 - Work with CSU OEO and FM HR to determine statistical demographics for each job applicant pool to understand the diversity available for that position – Start tracking July 2019. *(Status: Complete – Will be shared at Fall 2019 FM Town Halls with all FM employees)*
 - Review applicants to determine if the demographics of these applicants to determine if we are meeting that statistic. Review quarterly to determine next steps if not meeting statistical applicant pool.

- Coordinate with CSU and FM Human Resources to make FM advertising and recruitment for open positions available to a more diverse applicant pool. *(Example: Meeting with each trade shop manager to understand recruitment barriers as well as recruitment pipelines sources for each particular trade area.)*
 - FM Diversity Team will share the DUO “Diversity in the Hiring Process Tip Sheet” with all supervisors, hiring authorities and search committee members when complete *(Status: Not complete, expected Fall 2019)*

- FM HR trains FM employees to serve as Equal Opportunity (EO) coordinators for State Classified searches to assist Hiring Authority and Search Committee to:

- Work to attract a diverse workforce through inclusive job descriptions and brand images (FM Core Values & Principles of Community) *(Status: FM HR is including Principles of Community in job descriptions).*
- Continue to accurately identify the required knowledge, skills, abilities and experiences.
- Continue to narrow down candidate pools through fair testing assessments
- Continue to select diverse interviewing teams. Diversity within the interviewing team not only helps to avoid biases but also makes candidates feel comfortable with the working environment.
- Explore various sourcing channels for recruitment
 - o Review existing advertising venue for both State Classified and Administrative Professional (AP) positions to understand where positions are currently automatically advertised by August 2019 *(Status: List of venues in process by FM Diversity Team).*
 - o Utilize FM EO Coordinators for FM AP assignments to ensure positions are advertised in sources that reach diverse population. (*Status: Erika Benti and Jessica Kramer have signed up for EO Coordinator training to have more FM EO Coordinators for AP searches)*
 - o Review what types of information is allowed to be placed in the CSU position opening. Consider how to highlight the benefits – especially the financial equivalent of the benefits in the job description or early in the job opening description – by August 2019. Communicate recommendations on highlighting the benefits and financial equivalent in the job opening description to FM Direct Reports and to supervisors – by August 2019. *(Status: FM Diversity Team meeting with CSU HR in October to understand what can and cannot be placed in such descriptions)*
- Collaborate with groups within FM that are having a difficult time obtaining applicants (including Grounds, Trades, RC) to pool efforts and resources.
 - o Work with CSU OEO, FM Human Resources and FM supervisors to develop an overall list of other possible advertising venues and costs. Create subsets of lists that pertain to certain trades/ professions. Determine a budget and submit to VPUO by Sept 2019 to allow FM supervisors to use to advertise in venues with advertising fees. *(Status: List of venues in process by FM Diversity Team)*
 - o Track job applicant pool when starting advertising in these other areas to determine if applicant pool expands and which demographic. Review in July 2020 and annually thereafter.
 - o Discuss how to retain good FM employees, if they want to move from one group within FM to another. Determine what barriers exist and clearly outline steps on how to assist employees in making a transition. Communicate to FM Direct Reports and supervisors how critical and efficient it is to retain good employees within FM, even if they move from group to group. Meet with Section Managers to understand business needs and discuss promotional opportunities, or pathways for progression. *(Status: FM Diversity Team met with RCS leaders in Aug 2019. In process for other sections).*

DUO Diversity Goal 2: *The Division of University Operations will actively cultivate an inclusive institutional climate through opportunities for training, increased awareness of diverse cultures and identities, and positive reinforcement of measures taken to promote inclusive excellence.*

FM Implementation Plan for Goal 2

- Provide Principles of Community Workshop for all FM Supervisors *(Status: Accomplished in Feb. 2019)*
- Encourage participation in diversity training opportunities for all FM employees, including Search Committee Member/Chair, Inclusive Excellence, etc.
 - Continue to have Direct Reports inform their staff about training offerings and encouraging their staff to attend. Emphasis from FM leadership that trainings such as these are encouraged and important for all employees to try to attend.
 - Communicate to FM staff when these trainings are available in an alternative manner (such as online or video training)
 - Establish a culture that includes regular discussions about the Principles of Community throughout Facilities Management, led by Supervisors. Develop Principles of Community “Tip Sheet” with relatable examples for FM supervisors to use when discussing the POC with their employees. *(Status: FM Supervisors received this tip sheet in Spring 2019. All FM employees to receive in Fall 2019 Town Halls)*
- Explore diverse methods of communication (beyond email) to reach all FM staff. *(Status: In process, determine additional methods.)*
 - FM Newsletters being translated into Spanish. Supervisors are printing both versions and making available to their employees in break rooms, conference rooms, etc. *(Status: Ongoing)*
 - FM HR asks supervisors to print and make available any documents via email to their employees who may not work at a computer. *(Status: Ongoing)*
- Incorporate a diversity goal into the performance plan of each FM employee. This may include attending a training, or incorporating a specific element of the Principles of Community into their daily work. To be discussed during midyear and annual reviews.
 - FM Diversity team to gather examples of how this is being used in other Colleges and Departments as examples. Present this to the Direct Reports by August 2019 and gain feedback on how to implement.
- Recognize FM individuals and groups who are promoting inclusive excellence in their actions and communications through a collaboration with the Employee Recognition Program, SPARK program and FM Newsletter.
- FM HR continues to improve upon FM onboarding process by adding Principle of Community, SPARK recognition, and building tour sign up. Work with supervisors to support employees in attending employee orientation as well as participate in campus tours. *(Status: FM tours of buildings for employees started Summer 2019).*

- Audit website for Facilities Management (and associated FM groups) to evaluate accessibility and ensure our commitment to diversity and inclusion is demonstrated within one year of plan implementation. Establish plan to make necessary changes to websites within two years.
 - Coordinate with FM IT group (and potentially all DUO departments) to determine current accessibility update efforts and determine any assistance needed in this effort – by September 2019.

- Develop FM Diversity Team as a resource to support the department in facilitation of the Principles of Community and related topics.

- Increase awareness of diverse cultures when planning department functions such as holiday socials, summer picnics including food, music, games etc.
 - Include information about FM Diversity efforts in each FM newsletter.
 - Recommendation to form a committee for the holiday social and picnic, to help broaden the coordination effort and ideas for more engaging events

- Create an “inclusion and diversity” webpage on the FM website by August 2019: *(Status: Completed July 2019)*
 - Information about the FM Diversity Team and how to contact
 - Link to resources that are already out there with resources all in one place
 - A link for feedback
 - Set up email account. fac_diversity_team@Mail.colostate.edu.

FM Diversity Team

Erika Benti <i>(FM Diversity Team Co-Chair)</i>	Parking and Transportation Services (PTS)
Jamie Cardenas	Operations (Building Services, Customer Service, District Energy, Logistics, Outdoor Services, Trades Maintenance, Utilities Services,)
Drew Douglas	Remodel Construction Services (RCS)
Jasmine Hatten	Computer Services, Engineering & Construction Management, Finance, HR
Julia Innes and Jessica Kramer <i>(FM Diversity Team Co-Chair)</i>	Planning & Design; Space & Mapping