

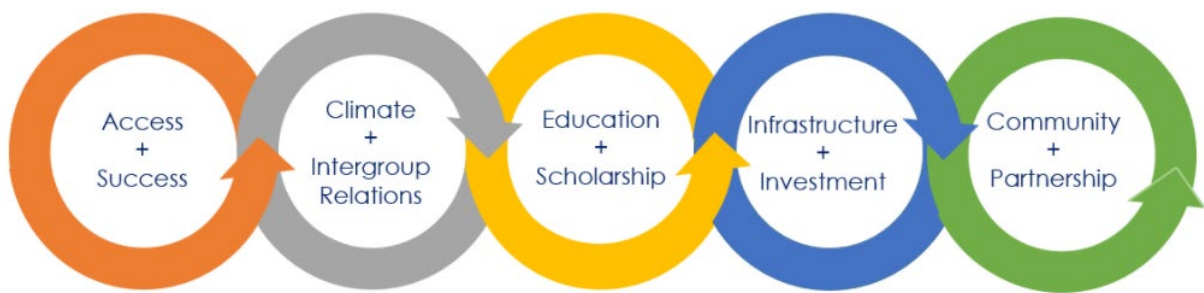


UNIVERSITY
of VIRGINIA

Operations

INCLUSIVE EXCELLENCE PLANS

July 2021



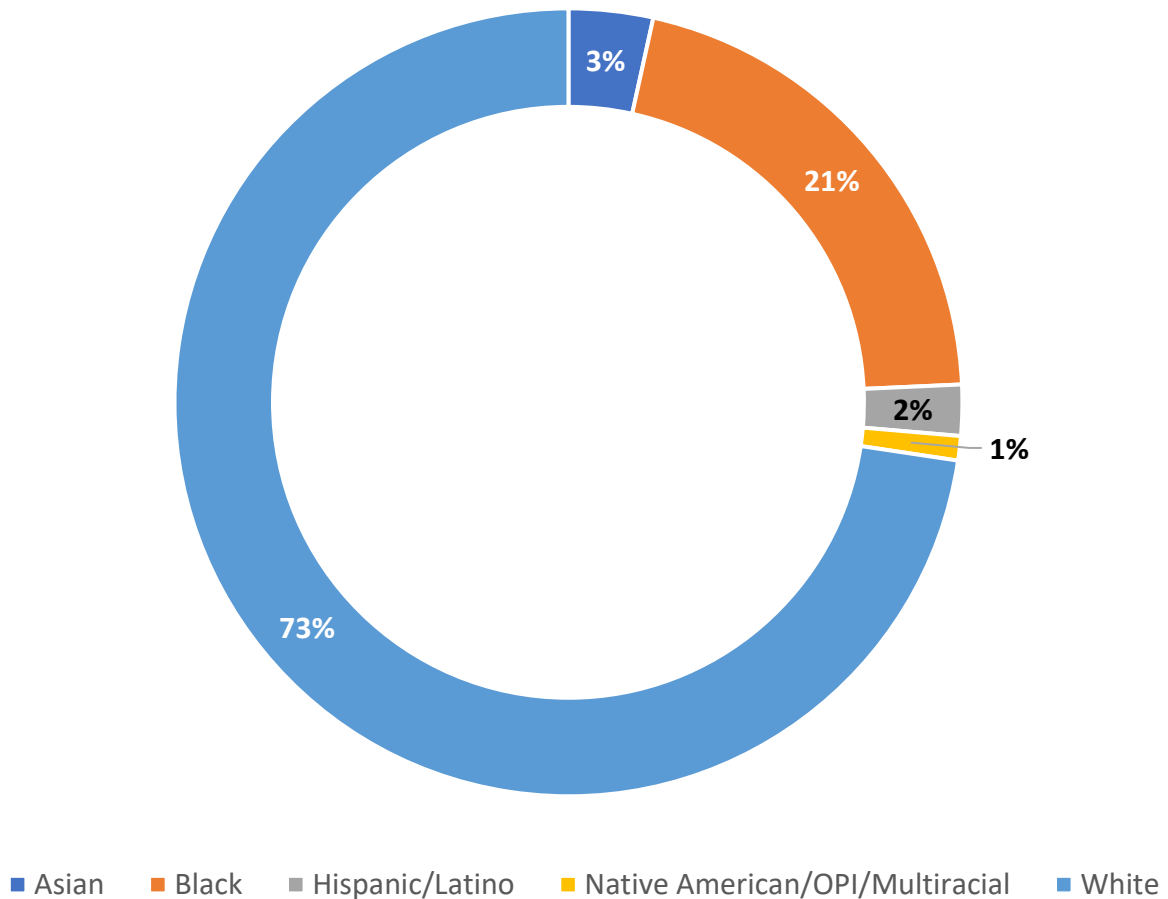
Executive Summary

The University of Virginia Operations organization, which provides a wide range of operational and administrative services to the University, consists of the following units:

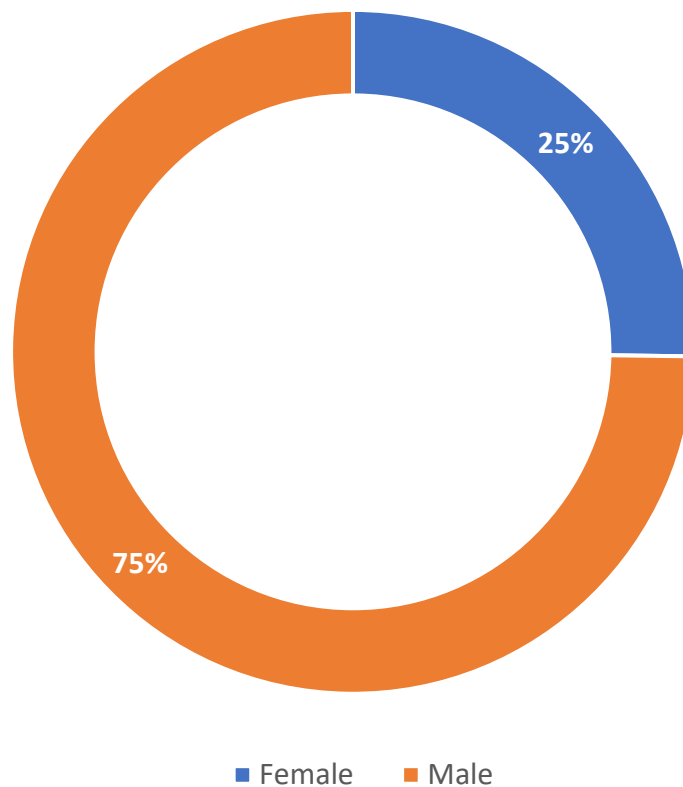
- Office of the Senior Vice President
- Business Operations
- Facilities Management
- Office of the Architect for the University
- Office of the University Building Official
- Real Estate and Leasing Services
- State Government Relations

Encompassing approximately 1,750 employees, UVA Operations includes some of the largest, most diverse units at the University as well as some of the smallest teams. The charts presented here illustrate the makeup of the organization as a whole:

UVA Operations Salaried Employees by Race/Ethnicity Fall 2020



UVA Operations Salaried Employees by Sex Fall 2020



UVA Operations provides services that are essential to the institution’s day-to-day functioning and are deeply embedded in the fabric of University life. To highlight a few examples of these core functions, our teams: deliver housing, dining, transit, and other auxiliary services that support the community; lead efforts around capital planning and development of University spaces, including facility and land-use design; and maintain UVA facilities and grounds. Given Operations’ extensive presence throughout the University and our vital role in making Grounds accessible and welcoming for all, our efforts to center equity and inclusion in our work will not only benefit our team members but will also potentially make meaningful impacts beyond Operations into the larger UVA community and on the institution’s broader initiatives to strengthen equity and inclusion.

To undertake the Inclusive Excellence (IE) planning process, Operations established three IE planning teams to draft their respective IE plans:

- 1) “SVPO Collective” of smaller units: Office of the Architect for the University (OAU), Office of the Senior Vice President (SVPO), Real Estate and Leasing Services (REaLS), and State Government Relations (SGR) (plan begins on page 5)
- 2) Business Operations (plan begins on page 12)
- 3) Facilities Management and Office of the University Building Official (plan begins on page 17)

The groups represented by the three IE planning teams have unique challenges, needs, and strengths, so the results of the separate planning processes are presented in this consolidated document as three discrete plans that address the priorities of each group. Several common themes emerged across the plans' goals and strategies, however, including the need for and importance of:

- Reinforcing institutional priorities related to diversity, equity, and inclusion (DEI) at the unit level
- Increasing diversity among unit leadership
- Strengthening communication and access to information about DEI-related efforts
- Providing more access to training and educational opportunities
- Investing resources (money and/or personnel) to enhance infrastructural support for DEI initiatives and to ensure continuity and consistency of efforts

To provide collaborative structure and support for the implementation of these three plans, an SVPO Inclusive Excellence Executive Committee will be established. The Committee will include representation from all Operations units and will meet regularly to report on progress, discuss and help identify resources needed to ensure successful implementation, identify ways to work in partnership toward the collective objectives of the consolidated plan, and strategize to address challenges encountered. As the Committee's executive sponsors, the SVPO leadership team will receive regular updates concerning the group's work and will provide guidance and oversight for the Committee's efforts related to implementation of the consolidated Operations IE plan.

INCLUSIVE EXCELLENCE PLAN

Office of the Senior Vice President for
Operations & State Government
Relations

Office of the Architect for the
University

Real Estate and Leasing Services
("SVPO Collective")

July 2021



Introduction

The mission of University of Virginia's Operations organization is to make "a positive impact on the way in which students, faculty, staff, patients, and guests experience the University through the physical environment and delivery of high-quality services." Given our organization's strong commitment to making the whole of UVA's Grounds an accessible and welcoming space, we recognize the importance of reflecting the values of equity and inclusion internally as well as externally. Our Inclusive Excellence (IE) plan is rooted in this notion and serves as a starting point for our units to strive for authentic progress in becoming a more diverse, equitable, and inclusive organization.

The SVPO Collective planning team consisted of three members representing the Collective's four units (the planning team coordinator is a member of two of those units). To prepare for the work of drafting the IE plan, team members engaged in the following activities:

- Completed the UVA Human Resources culturally sensitive conversations course and attended other DEI-related University conversations, workshops, and presentations including the "Remembering for Our Future" series, "Unstuck: A Social Design Conversation" facilitated by the Spill Teem, a Project Implicit presentation, and Racial Equity Speaker Series events, among others.
- Reviewed and discussed the representation of different equity characteristics across our collective units in comparison with the labor market analysis for our units.
- Reviewed and discussed the Racial Equity Task Force recommendations and related Board of Visitors' actions and their relevance for the work of our collective units.
- Worked through the Inclusive Excellence strategic planning toolkit and considered and discussed the reflection questions of each dimension of the framework.
- Using the toolkit and the University's draft pulse survey as guides, developed a survey and requested participation by all team members in our collective units.
- Reviewed survey responses and explored priorities that emerged from the responses as well as goals and actions that could address these priorities.

Self-Assessment

The key takeaways from the SVPO Collective planning team's self-study are shared below, organized by the five dimensions of the IE framework:

Access + Success

Our collective units have significantly higher representation of women compared to the University's overall employee population, including in professional roles that are typically male dominated. However, our units are collectively very homogenous with respect to race and

ethnicity. While we are challenged in that our teams are small with infrequent turnover, the labor market analysis illustrates that when vacancies or new positions arise, there may be opportunities to address this lack of diversity. Other priorities that emerged in this area include increasing access to mentorship, as well as addressing whether formal education requirements are a barrier to accessing certain positions.

Climate + Intergroup Relations

While there is a general perception among our colleagues that our collective units' culture is supportive of efforts that promote equity and inclusion, greater awareness among team members around issues of diversity, equity, and inclusion (DEI) will be valuable as our units undertake the specific actions we have proposed, which are intended to help us become a more diverse and inclusive team across our units. We should note that one respondent noted sexism in the survey as an institution-wide barrier, which we have addressed in our plan's goals.

Education + Scholarship

Many of our colleagues participate in conferences and other professional development activity, so there is value in exploring whether meaningful opportunities exist to promote more emphasis on DEI in this area.

Infrastructure + Investment

Our self-study revealed opportunities to reinforce the University's DEI-related priorities and efforts at our department/unit level to demonstrate our leaderships' endorsement of and support for such initiatives. One of the organizational changes proposed is the establishment of an ongoing committee that will coordinate and communicate on Inclusive Excellence efforts throughout the SVPO organization (the "SVPO Inclusive Excellence Committee").

Community + Partnership

Our collective units' self-assessment indicates that we likely have greater opportunities to support local, woman-owned and minority-owned businesses. We currently lack specific data around this issue, and our first step will be to determine our baseline.

Goals, Actions, Measures, and Implementation Plan

Access + Success		2030 Vision: <i>Recruit and support exceptionally talented, diverse, and service-oriented students. Recruit, support, and retain excellent and diverse faculty and staff.</i>			
Goals/Objectives	Actions	Outcomes (Data/Metric)	Timeframe(s)	Responsible Office/Position	Funding/Resource Allocation
Increase, relative to labor market availability, employment of staff from underrepresented backgrounds as vacancies occur.	Partner with UVA HR to develop diversity and inclusive recruitment plans for new hires; upon completion of searches, perform audits to determine make-up of pool compared to labor market.	Plans created for each vacancy or new position in OAU, REaLS, SGR, and SVPO units; % of job applicants (total and qualified) and new hires compared to labor market by equity characteristic.	1-5 years (dependent on vacancies)	Hiring officials for posted positions in OAU, REaLS, SGR, and SVPO units	Staff time and staff support from HR; may require funding for additional advertising in relevant venues, which would be sourced from units' operational budgets.
	Review formal education requirements for all active positions and, where relevant, update job descriptions to allow for appropriate combination of experience and education.	% of job applicants (total and qualified) and new hires compared to labor market by equity characteristic.	1-5 years (dependent on vacancies)	SVPO Collective representatives on IE Committee, working with managers in OAU, REaLS, SGR, and SVPO units with support from HR business partners	Staff time and staff support from HR
Promote equitable access to mentoring opportunities.	Identify 1 or 2 individuals from among OAU, REaLS, SGR, and SVPO teams to serve as mentorship "ambassadors" from whom team members can request assistance in finding relevant and appropriate mentorship.	Mentorship ambassadors identified; feedback collected via regular anonymous surveys to evaluate progress and identify improvement opportunities.	1-2 years	SVPO leadership to appoint ambassadors; SVPO Collective representatives on IE Committee to administer survey in partnership with ambassadors	Staff time
Support efforts to make the UVA physical environment more accessible.	Improve access for persons with disabilities through master planning and design efforts for existing and new facilities.	Number of modifications made to existing facilities and accessibility features in new facilities.	1-5 years	OAU; team members involved in the Committee on Access for Persons with Disabilities	Staff time; funding for modifications to existing facilities and grounds

Climate + Intergroup Relations		2030 Vision: <i>Continuously promote and strengthen an inclusive community of trust, a culture of integrity, mutual respect, excellence, collaboration, and innovation.</i>			
Goals/Objectives	Actions	Outcomes (Data/Metric)	Timeframe(s)	Responsible Office/Position	Funding/Resource Allocation
Promote respect for differences among team members.	Engage UVA HR to conduct respectful workplace workshops.	% change in team member perceptions of respect in the workplace as measured in ongoing surveys.	Hold workshops every 2 years; administer surveys in regular, ongoing cycle	SVPO leadership in partnership with HR; SVPO Collective representatives on IE Committee to administer surveys	Staff time and staff support from HR
	Require all team members to undergo implicit bias training.	% of team members trained; aggregate measures of bias before and after training.	1-2 years	SVPO leadership in partnership with HR or an external provider	Staff time; support from HR or external training facilitator; facilitator fees could be covered by operational budgets.

Education + Scholarship		2030 Vision: <i>Enable faculty, staff, and students to work across traditional boundaries and prepare servant-leaders to shed new light on enduring and profound questions in our diverse community and globally connected world.</i>			
Goals/Objectives	Actions	Outcomes (Data/Metric)	Timeframe(s)	Responsible Office/Position	Funding/Resource Allocation
Promote access to professional development and educational opportunities with an emphasis on DEI that are relevant to respective unit functions.	Research and develop trade-specific lists of professional development and educational opportunities with an emphasis on DEI; when applicable, provide support to enable staff to participate.	Increase in numbers of team members participating in such opportunities.	2-3 years	SVPO Collective representatives on IE Committee, working with colleagues in OAU, REaLS, SGR, and SVPO	Staff time; funding for conference participation through operational budgets.

SVPO Collective Inclusive Excellence Plan

Infrastructure + Investment	2030 Vision: <i>Be a community that consistently lives its values and ensure that our systems enable our students, faculty, and staff to do their best work.</i>				
Goals/Objectives	Actions	Outcomes (Data/Metric)	Timeframe(s)	Responsible Office/Position	Funding/Resource Allocation
Incorporate support for and implementation of DEI initiatives as a performance evaluation metric.	Work with HR to identify possible DEI measures and outcomes for performance evaluations; communicate the new measures to staff through mandatory facilitator-led in-person or synchronous online workshops.	All staff with managerial responsibility include a relevant DEI measure in their performance goals; the option to include such goals is encouraged for non-managerial staff.	1-2 years	SVPO Collective representatives on IE Committee and managers in OAU, REaLS, SGR, and SVPO units, in collaboration with HR business partners	Staff time and HR staff support
	Work with HR to incorporate inclusive competence as a measure in the 360 evaluation process for SVPO area leadership.	Relevant development activities identified as outcome of 360 evaluation for all members of SVPO leadership team.	1-5 years	SVPO office	Staff time and HR staff support
Reinforce institutional DEI priorities and efforts at the departmental/ unit level.	Review and possibly revise SVPO area values to include equity and inclusion.	Revised values statement as appropriate.	1 year	SVPO leadership	Staff time
	Establish the SVPO Inclusive Excellence Committee that will be responsible for coordinating ongoing IE efforts and communicating related institutional initiatives.	Committee established with representation across all SVPO units.	Establish committee in 1 year	SVPO Office will coordinate Committee	Staff time
	Collaborate with Division of Diversity, Equity, and Inclusion team on state legislative review; when appropriate, coordinate cross-unit conversations re: equity impact of bills.	Number of coordinated conversations.	Initiate within 1 year; ongoing thereafter	SGR team	Staff time

Community + Partnership		2030 Vision: <i>Be a strong partner with and good neighbor to our region, contributing to economic and social well-being by providing accessible healthcare, innovative education, opportunity, and engaging alumni.</i>			
Goals/ Objectives	Actions	Outcomes (Data/Metric)	Timeframe(s)	Responsible Office/Position	Funding/Resource Allocation
Increase support for and engagement with local woman- and minority-owned businesses.	Work with UVA Procurement and Supplier Diversity Services (PSDS) to determine collective units' average amount and % spend on local woman- and minority-owned businesses from previous 5 years, in order to have a baseline against which to compare future spending.	Amount and % change in spend on local woman- and minority-owned businesses.	1-2 years	SVPO Collective representatives on IE Committee, in partnership with PSDS	Staff time and staff support from PSDS
	Develop list of categories for frequent purchases that may be supplied by local vendors and engage PSDS to share information with units about local woman- and minority-owned businesses and their services and products.		2-3 years	SVPO Collective representatives on IE Committee, working with unit colleagues and PSDS	Staff time and staff support from PSDS
	Engage the City of Charlottesville Minority Business Program and/or the Chamber of Commerce Minority Business Alliance to share information with units about local woman- and minority-owned businesses and their services and products.		2-3 years	SVPO Collective representatives on IE Committee	Staff time

Communication Plan

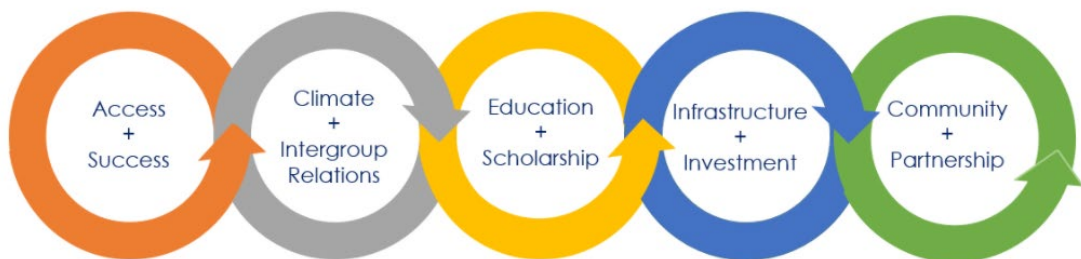
Upon finalizing the SVPO Collective IE plan, the IE planning team will share a copy of the plan via email with all team members in our collective units. We will coordinate a large group meeting for all team members at which we will present the key points and discuss questions. The IE planning team will also be available to answer questions in smaller group and one-on-one meetings.

The SVPO IE Committee members who represent the SVPO Collective units will be responsible for communicating regular information and progress related to the plan; such communication may be shared via email to all team members or at regular team/staff meetings as appropriate. Questions and suggestions regarding the SVPO Collective IE plan may be directed to Bethany Hurley (bhurley@virginia.edu) in the Office of the Senior Vice President for Operations and State Government Relations.

INCLUSIVE EXCELLENCE PLAN

Business Operations

July 2021



Introduction

The Office of Business Operations comprises eight self-operated and three contracted service units that provide a variety of goods and services to students, faculty and staff and visitors at the University. The Business Operations Inclusive Excellence team consists of 10 staff from the UVA Bookstores & Cavalier Computers, Dining Services, Housing & Residence Life, Parking & Transportation, Printing & Copying Services & Business Operations. In addition to carrying out regular job responsibilities & navigating the impact of the COVID-19 virus & inclement weather interruptions at the University, the group met remotely during the Fall, 2020 & Spring, 2021 to undertake the task of developing the Business Operations Inclusive Excellence Plan.

ODEI provided workforce data for the University & the Business Operations group for composition by sex & race/ethnicity, by supervisory status & sex & race/ethnicity, 3-year retention rate by sex & race/ethnicity, by applicants by sex & race/ethnicity, by promotions by sex & race/ethnicity & promotions from wage to salaried roles vs. other promotions & by sex & race/ethnicity. Limited workforce composition data (by sex & race/ethnicity) was provided by ODEI for the individual departments. Business Operations & community labor market data was provided by ODEI & US Census Bureau reports.

Self-Assessment

The Business Operations group overall is a more diverse workforce (37% people of color) than the University overall or the surrounding city of Charlottesville or county of Albemarle, with individual department composition ranging from 22% to 57% people of color. However, the diversity of the supervisory staff at the Business Operations overall level decreases to 28% people of color, which the Inclusive Excellence team saw as a need & opportunity to address. During the planning process, obtaining workforce composition data was restricted by a centralized process that it seemed was able to provide only limited data at the department level – a necessary item going forward given the variation in workforce composition between the Business Operations departments.

People of Color – Percent of Workforce			
Albemarle Co			23%
Charlottesville			34%
UVA overall			22%
Business Ops overall			37%
	Business Ops Depts:		
		Business Ops	22%
		Bookstores/Cav Comp	37%
		Dining (UVA emps only)	57%
		Housing & Res Life	26%
		Parking & Transportation	38%
		Printing & Copying	37%

People of Color – Business Ops Overall
37% of total workforce
28% of supervisory staff

Business Operations Inclusive Excellence Plan

Business Operations departments, based on team members' experience & observations, appear to passively support Diversity, Equity & Inclusion as a value of workforce culture, described by one team member as a "quiet thing ... [people] are mindful of". It is also likely that the Business Operations group is not presently well resourced to direct & sustain an optimal Inclusive Excellence program going forward.

Goals, Actions, Measures & Implementation Plan

Access + Success		2030 Vision: <i>Recruit & support exceptionally talented, diverse, & service-oriented students. Recruit, support, & retain excellent & diverse faculty & staff.</i>				
Goals/Objectives	Actions	Outcomes (Data/Metric)	Timeframe(s)	Responsible Office/Position	Funding/Resource Allocation	
Increase minority supervisory & management employees as a percentage of Business Ops supervisory & management staff	-Examine hiring & promotion processes in detail -Identify opportunities to increase minority participation at supervisory & management level	-Meetings with departmental, HR & ODEI staff to understand & document job posting/application processing/interview & hiring process (# of meetings)	12/31/21	Business Ops team	Staff time required	
		-Identification of resources to provide more granular, departmental level applicant, hiring & promotion data	6/30/22	Business Ops team		
		-Documented review of hiring, promotion & supervisory/management workforce composition data	6/30/22 with subsequent annual review	Business Ops team		
	Define department & area specific supervisory skills criteria	Documentation available by supervisory job category in each department	12/31/21	Business Ops team	Staff time required	
	Enhance & formalize training & development program to assist employee skill development & promotability		-Identification of resources for employee skill development (# of resources)	12/31/21	Business Ops team	Staff time required
			-Meetings with unit directors to get input on training, development & promotion program needs (# of meetings)	12/31/21	Business Ops team	

Business Operations Inclusive Excellence Plan

		-Departmental training & development programs created & integrated into employee development & performance review process (# of meetings, # of employee performance plan updates, # of employee training items completed)	6/30/22	Business Ops team	
		-Development & implementation of employee communication program (# of emails, meetings)	3/31/22	Business Ops team	

Climate + Intergroup Relations		2030 Vision: <i>Continuously promote & strengthen an inclusive community of trust, a culture of integrity, mutual respect, excellence, collaboration, & innovation.</i>			
Goals/Objectives	Actions	Outcomes (Data/Metric)	Timeframe(s)	Responsible Office/Position	Funding/Resource Allocation
Increase departmental support of & engagement in diversity, equity & inclusion as a clear value of workplace culture	Create & implement departmental level DE&I communication & training program (diversity recruiting, managing diverse teams, unconscious bias, cultivating inclusive culture)	-Documented review of current DE&I programming by department	12/31/21	Business Ops team	Staff time required
		-Documented training program developed -# of training sessions & participants	6/30/22	Business Ops team	

Business Operations Inclusive Excellence Plan

Infrastructure + Investment		2030 Vision: <i>Be a community that consistently lives its values & ensure that our systems enable our students, faculty, & staff to do their best work.</i>			
Goals/Objectives	Actions	Outcomes (Data/Metric)	Timeframe(s)	Responsible Office/Position	Funding/Resource Allocation
Establish a long-term plan in Business Ops to oversee Inclusive Excellence plan continuity & support training, data collection, etc.	Work with Business Ops AVP & directors to determine how to ensure IE plan continuity	-Continuity plan created -Required resources identified & acquired	12/31/21 12/31/21	Business Ops team Business Ops team	Staff time required

Communication Plan

The Business Operations group will utilize the AVP managers meeting & departmental staff & employee meetings to communicate the IE plan, progress & impacts. Additional communication opportunities will be pursued as the departments' plans to increase support of & engagement in Diversity, Equity & Inclusion as a workplace value are developed.

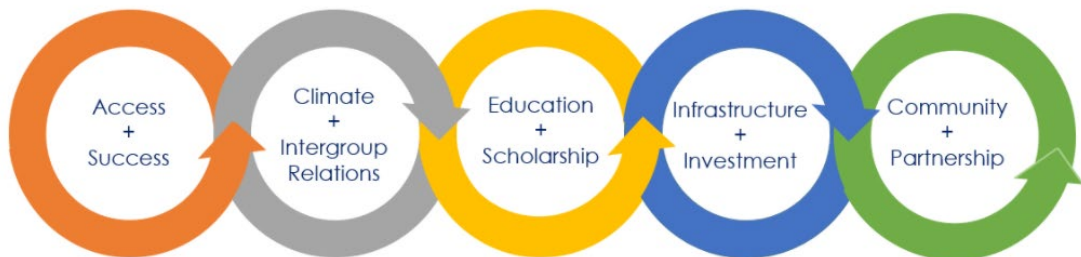
Business Operations Inclusive Excellence Plan contact:

Melissa Clarke, Senior Director for Finance and Administration, mfc5g@virginia.edu

INCLUSIVE EXCELLENCE PLAN

Facilities Management & Office of the University Building Official

July 2021



UVA Facilities Management Inclusive Excellence Plan, March 2021

Contact: Emily Douglas, DEI Specialist, em4hg@virginia.edu

Overview

One of Facilities Management's (FM) initiatives is to improve awareness of and increase appreciation for Diversity, Equity, and Inclusion (DEI) and to foster greater respect and understanding of diversity within the organization. A formal DEI program within FM was established in 2019 to actively educate and engage FM employees about DEI. Following the adoption of the Inclusive Excellence (IE) framework by UVA in 2020, FM invested in an FTE focusing on DEI and IE.

Process

The IE process began with the identification of 16 diverse IE team members that would most accurately reflect the FM population and represent multiple roles within FM. Leadership support and buy-in was imperative for success; FM directors were updated monthly, the CFO bi-weekly, and a director attended all IE team meetings. The Spill Teem was hired to train the team in cultural competency, empathy and bias and the team reviewed the five areas of the IE framework with expert guest speakers.

The team prepared to collect feedback from the 1,200 employees at FM through facilitated sessions on Zoom. The Spill Teem trained the team on communication methods and styles, active listening skills, and assisted the team in crafting a successful survey of 25 questions (5 per IE area). The IE Team facilitated 92 Zoom sessions in three weeks and Qualtrics was used to collect anonymous survey responses. The survey was translated into French and Spanish, and translators were available for other languages. More than 900 survey responses were collected, and the IE team used this data to create the IE action plan for FM. The FM action plan was submitted to FM leadership and then to the Senior Vice President of Operations where it was compiled and submitted to the Senior Director for Equity and Inclusive Excellence.

Current reflections

Strengths: Existing Core Initiative of Diversity and Inclusion • Our large, diverse population

Challenges: Inclusion and equity in resources • Consistency of message across units • Communication methods to reach all employees • Consistent expectations and accountability for meeting those expectations

Opportunities: Connecting our employees to understand our diverse contributions to the department and the University • Equitably sharing resources across teams and providing opportunities • Connecting leadership to all employees • Educating our leaders about how to make equitable decisions

Needs: Human-centered culture shift – putting our employees first especially in our mission and vision to align our actions • Consistent education, access to resources and grace to practice what is learned

Lessons learned from study

Build trust through active listening and transparent communication.

Provide context for change or decisions so that they are better understood. This includes owning mistakes and explaining course corrections.

Communicate decisions and actions, do not assume people know what is being done.

Technology or lack of it can be a barrier.

People want to positively impact their work environment and will be part of an action team if asked.

FM employees have many talents and passions unrelated to their job.

Start with the people the plan will affect.

Educate teams to build confidence and knowledge.

Key findings for FM per IE Area

Access + Success: Hiring teams need training to support best candidate selection (Goal #2). Once employed, individuals need to understand the full value of their employment. They want to be provided resources to develop skills to advance their career and informed when opportunities arise (Goal #1).

Education + Scholarship: Most FM employees participate in training only as required even though a majority feel supported by their supervisor to seek development opportunities. More technical and job specific training as well as education on leadership and management was requested (Goal #1). Professional Development opportunities to help people advance their career would help define a career path (Goal #2).

Climate + Intergroup Relations: Overall most FM employees feel comfortable talking about an unsafe or uncomfortable work situation with their supervisors and feel that their supervisors ask how they are doing and discuss their long-term career aspirations (Goal #1). Most FM employees feel that their shop/department is appropriately staffed. FM employees agreed that there should be continued opportunities to connect to other employees at FM (Goal #2).

Community + Partnership: Many FM employees are aware of UVA Volunteer hours but very few take advantage of them (Goal #1). FM employees feel that FM should support local and community-based businesses and feel that FM/UVA can create better career opportunities for community members (Goal #2).

Infrastructure + Investment: FM employees want accountability at FM to mean clear and consistent expectations and goals as well as ownership of roles and responsibilities (Goal #2). Regarding communication overall at FM, employees receive most of their updates via email. FM employees would like leadership at FM to engage employees in decision making that affects them and put employees first (Goal #1). FM employees are empowered at work when they have access to a variety of training options and are given creative freedom within their scope of work. FM employees want to see consistency at FM with supervisors and managers and within FM communication overall (Goal #2).

Facilities Management Inclusive Excellence Plan

Goals, Actions, and Measures

- Timeframes reflect expected overall completion of Goal/Objective with the knowledge that there will be short-term actions that occur before the stated timeframe to support the Goal/Objective.
- Responsible Office/Person is the driver of the Goal/Objective. All FM employees will have the opportunity to participate in and offer input for the success of this plan.
- Actions indicated in the chart below are high-level summary descriptions of more detailed action plans comprising various elements; questions regarding more specific components of these action plans may be directed to Emily Douglas at: em4hg@virginia.edu

Access + Success					
2030 Vision: Recruit and support exceptionally talented, diverse, and service-oriented students. Recruit, support and retain excellent and diverse faculty and staff.					
Goal/Objective	Actions	Outcomes (Data/Metric)	Timeframe(s)	Responsible Office/Person	Funding/Resource Allocation
1. Provide clear and consistent communication of job and promotion opportunities for staff	Communicate opportunities through multiple methods to reach maximum distribution	•# of internal applicants and promotions	3-5 years	Occupational Training	Employee administrative time, applicable departmental support and \$ for possible FTE
2. Develop hiring and promotion best practices through an equitable lens	Identify and implement necessary training for staff	•# of staff involved in hiring process that complete recommended training	2-5 years	Occupational Training	EOCR, Office of Diversity, Equity and Inclusion, UVA HR, \$ for external training consultant or possible FTE

Education + Scholarship					
2030 Vision: Enable faculty, staff, and students to work across traditional boundaries and prepare servant-leaders to shed new light on enduring and profound questions in our diverse community and globally connected world.					
Goal/Objective	Actions	Outcomes (Data/Metric)	Timeframe(s)	Responsible Office/Person	Funding/Resource Allocation
1. Create training opportunities that are equitable and accessible	Identify needs and solutions within FM	•# of staff participating in training sessions •# of sessions held	2-5 years	Occupational Training	UVA HR, employee administrative time, applicable departmental support and \$ for possible FTE
2. Support continuous learning and development	Evaluate and leverage existing assets and expand resources through partnerships	•# of partnerships •# of resources •Retention rate	3-5 years	Occupational Training	UVA HR, Continuous Improvement Team, employee administrative time, applicable departmental support and \$ for possible FTE

Facilities Management Inclusive Excellence Plan

Climate + Intergroup Relations		2030 Vision: Continuously promote and strengthen an inclusive community of trust, a culture of integrity, mutual respect, excellence, collaboration, and innovation.			
Goal/Objective	Actions	Outcomes (Data/Metric)	Timeframe(s)	Responsible Office/Person	Funding/Resource Allocation
1. Maintain a safe and respectful work environment where employees are empowered	Identify best practices to create organizational expectations	<ul style="list-style-type: none"> •Supervisor engagement •Employee satisfaction 	2-5 years	FM DEI	Employee administrative time, applicable departmental support and \$ for possible FTE
2. Increase opportunities to get to know each other across FM	Identify existing methods used and explore additional opportunities to reach more people	<ul style="list-style-type: none"> •# of employee participation •# of opportunities 	2-5 years	FM DEI	Employee administrative time, applicable departmental support and \$ for possible FTE

Community + Partnership		2030 Vision: Be a strong partner with and good neighbor to our region, contributing to economic and social well-being by providing accessible healthcare, innovative education, opportunity, and engaging alumni.			
Goal/Objective	Actions	Outcomes (Data/Metric)	Timeframe(s)	Responsible Office/Person	Funding/Resource Allocation
1. Increased use of UVA Volunteer Hours	Explore current system and implement improvements	<ul style="list-style-type: none"> •# of employee participation •# of UVA Volunteer hours used 	2-5 years	Occupational Training	Employee administrative time, applicable departmental support and \$ for possible FTE
2. Build local partnerships to share job opportunities	Identify appropriate partners in the community	<ul style="list-style-type: none"> •# of local partners 	2-5 years	FM DEI	Employee administrative time, applicable departmental support and \$ for possible FTE

Facilities Management Inclusive Excellence Plan

Infrastructure + Investment		2030 Vision: Be a community that consistently lives its values and ensure that our systems enable our students, faculty, and staff to do their best work.			
Goal/Objective	Actions	Outcomes (Data/Metric)	Timeframe(s)	Responsible Office/Person	Funding/Resource Allocation
1. Improve communication to put employees first	Implement equitable and accessible communication methods	•# of engaged employees	2-5 years	Occupational Programs	Technology & Innovation, Continuous Improvement Team, Employee administrative time, applicable departmental support
2. Clear understanding and implementation of Standards of Conduct to cultivate commitment and shared purpose	Educate and inform employees in an equitable, accessible and inclusive way	•# of employees educated/trained	2-5 years	Occupational Training	UVA HR, Employee administrative time, applicable departmental support and \$ for possible FTE

Communication Plan

Overview

Communicate IE Plan – link to plan and survey results on FM DEI website, communication of links in OP weekly newsletter and On Grounds FM monthly newsletter, IE team members and team meetings, TV screens within FM, use social media accounts as applicable

Communicate IE Progress – Quarterly updates using FM communication tools: FM DEI website, OP weekly newsletter, On Grounds monthly newsletter, IE team members and team meetings, TV screens within FM, use social media accounts as applicable

Communicate IE Impacts - Annual updates using FM communication to FM DEI website, OP weekly newsletter, On Grounds monthly newsletter, IE team members and team meetings, TV screens within FM, use social media accounts as applicable

How to stay up to date and participate in the success of the plan

How to stay up to date: FM DEI website, OP weekly newsletter, On Grounds monthly newsletter, from IE team members and team meetings, TV screens within FM, use social media accounts as applicable

How to participate in the success of the plan: Learn about the IE plan and how it impacts your area on the FM DEI website, use social media accounts as applicable. Offer to be a part of the implementation and success of the plan by signing up on the FM DEI website [link to be established in the IE section of the FM DEI website].