



# **Building a POSITIVE and INCLUSIVE Organization**

FY19 Progress Report

*SSC staff celebrate 5 ridiculously awesome years at an event held at the Big House.*





# A Message from Kevin

## Dear Colleagues:

Over the past year, we have continued our work to create a positive and inclusive organization across all areas of B&F. Foundational to this effort is our ongoing commitment to diversity, equity and inclusion, which is why we have fully integrated our DEI initiatives into our broader work to build a positive work environment.

Ultimately, our goal is to create a workplace in which everyone believes that *what they do matters* and that *they can make a difference*. The results of our B&F Employee Engagement Survey suggest that our collective work to create this kind of workplace is paying off. In particular, we've seen significant increases in all of our "key nine" climate metrics since we started in 2017 (see chart on page 4 of this report).

While these increases are extremely encouraging and show that we are on the right track, ensuring a positive workplace for everyone in B&F requires continued and steadfast action by all of us. To this end, the following progress report provides a summary of some of the great work that happened in FY19.

As you'll see, our efforts this last year included both B&F-wide initiatives, as well as more targeted approaches in each B&F area. In fact, departments and teams held more than 475 culture-focused events and activities. That's amazing!

I encourage you to take some time to review the report. I hope you will be as proud as I am of the work we are doing and as encouraged by the results so far. I am more excited than ever about what we can accomplish together.

Thanks for all you do to create a more positive and inclusive organization.

With much appreciation and gratitude,



Kevin Hegarty  
Executive Vice President and Chief Financial Officer

*F&O Grounds staff landscape "Arriving Home," a sculpture dedicated to U-M staff in 2017.*



# B&F Employee Engagement Survey

One of our major efforts in FY19 was to refresh the B&F employee survey to better align it with our work to build a positive and inclusive organization, and to measure progress toward our goals over time. The survey is designed not only to measure staff engagement, but also to provide critical feedback about what we are doing well and where we can improve. The new survey was successfully deployed in April 2019 and survey results were released for all B&F areas in June.

Survey liaisons from each area of B&F promoted the survey, answered questions from staff and shared information about how to take the survey. As a result of their work, B&F garnered an overall participation rate of 78%, with dozens of teams achieving participation rates of more than 90%.

B&F's overall employee engagement score of 79% places us in the top quartile nationally. In addition, we saw significant increases in all of our "key nine" climate metrics (from 2017). While we still have much more work to do to reach our goals, these initial results indicate that our efforts are making an impact on our work environment and creating a more positive, welcoming and engaging work experience for our staff.

Action planning to respond to the survey results is underway in every area of B&F. The new survey will be repeated annually, so we can monitor the impact of our continued efforts over time.

*B&F Employee Engagement Survey liaisons attend a survey debrief event.*



### FY19 Score

### Key 9 Climate Metrics

### Increase Since FY17

73%	My unit is committed to DEI	↑+28%
80%	I belong	↑+23%
76%	I feel valued as an individual	↑+21%
65%	I have experienced positive growth	↑+20%
65%	I can perform up to my full potential	↑+23%
68%	My ideas are seriously considered	↑+19%
79%	I am treated with respect	↑+16%
64%	I have a voice in decision-making	↑+21%
62%	I have equal opportunities for success	↑+15%



# Culture-Building Events & Activities

Across B&F, departments and teams held more than 475 different kinds of activities and events that were intentionally designed to promote DEI, build a positive organization and make a meaningful impact on our culture. Each event and activity was mapped to one or more of our “key nine” climate metrics, which we are using to measure progress on our culture goals over time.

# 475+

**Events and activities were held across B&F to make a positive impact on our culture.**

*Each was tracked to one or more of our key nine climate metrics.*

<b>291 Events</b>	My unit is committed to DEI
<b>339 Events</b>	I belong
<b>281 Events</b>	I feel valued as an individual
<b>217 Events</b>	I have experienced positive growth
<b>131 Events</b>	I can perform up to my full potential
<b>189 Events</b>	My ideas are seriously considered
<b>306 Events</b>	I am treated with respect
<b>105 Events</b>	I have a voice in decision-making
<b>141 Events</b>	I have equal opportunities for success

**These activities encompassed a wide range of topics and formats.**

*Some examples include:*

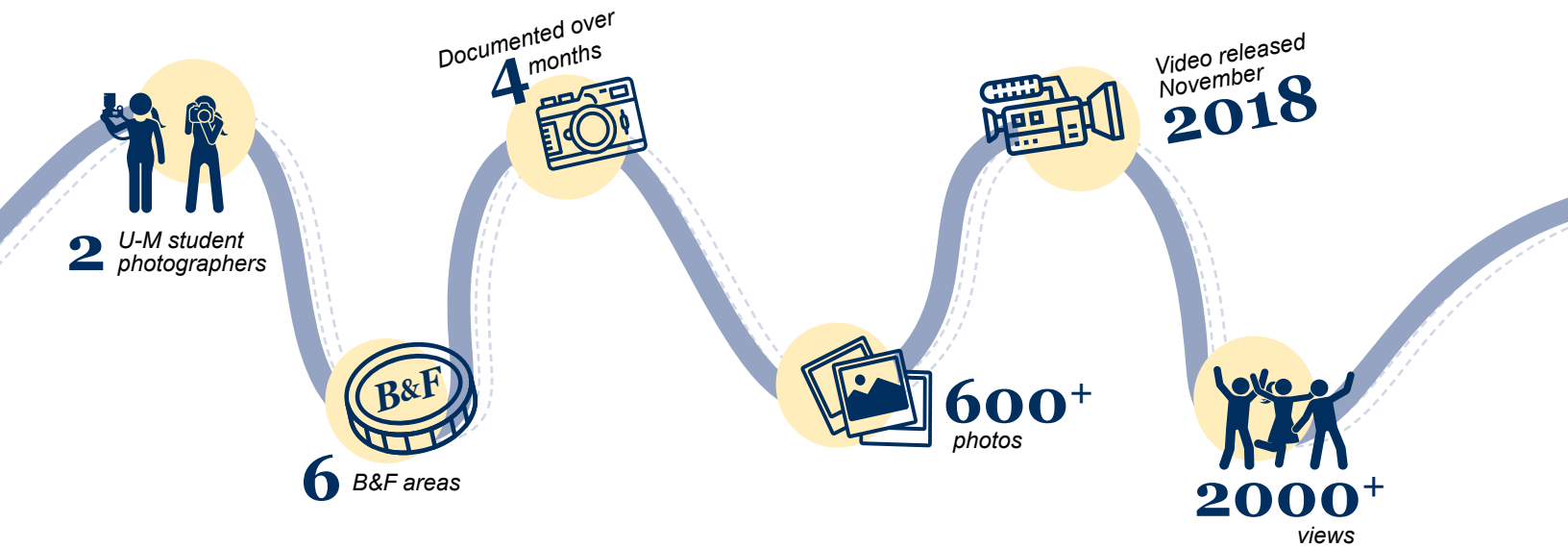
**speaker-led events • brown-bag discussions • DEI book clubs  
staff appreciation events • community service events  
team-building activities • team purpose activities • picnics  
holiday celebrations • contests • MLK watch parties**





# B&F Purpose Project

As a way to recognize the behind-the-scenes support that our B&F teams provide to university students and further connect staff to a sense of purpose, this year we undertook the B&F Purpose Project with the help of two student photographers. Through their experience taking photos of B&F staff at work and interviewing teams about their roles at the university, the students realized that their incredible U-M experiences would not have been possible without B&F teams. To say thank you, they created a [video](#) montage of their favorite images and set it to an original script they wrote, which became known as the "[love letter to B&F.](#)" The project served to advance our objective of making everyone in B&F believe that what they do matters and provided a unique opportunity for our staff to see the importance of what they do (their purpose at the university) through the eyes of students.



Staff interviewed during the B&F Purpose Project share how they Make Blue Go.



## Staff Recognition and Access to Leadership

This year there have been nearly 80 B&F-wide communications designed to connect teams to purpose, recognize the crucial work happening across B&F and promote our commitment to creating a positive and inclusive organization. These include weekly messages from Executive Vice President and Chief Financial Officer Kevin Hegarty and more than 27 feature articles written by B&F staff, which were posted to the B&F website. In addition to these central B&F efforts, there have been similar local communications efforts in B&F areas.

B&F leaders also continued to participate in a variety of events and activities designed to provide staff with access to leadership, build teams and show appreciation for staff. Kevin Hegarty participated in more than 20 such events, including monthly breakfasts with staff, team site visits and other broader team-building activities.

*A UHR Children's Centers staff member encourages curiosity.*



## UHR: PRACTICING APPRECIATIVE INQUIRY



In August 2018, the HR Management Forum invited a consultant from the Corporation for Positive Change to lead a workshop on appreciative inquiry. Appreciative inquiry is the practice of asking positive questions to bring out the best in people and organizations. Approximately 60 managers from University Human Resources, Michigan Medicine Human Resources and the Shared Services Center human resources teams participated in the forum.

Following the workshop, UHR established an innovative grant program to encourage the application of appreciative inquiry principles. They offered the first grants to two project teams, one developing a conversation-based tool for professional development and the second establishing a new institute for early childhood education.



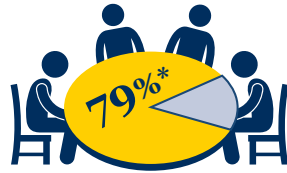
The monthly B&F forums are designed to support more than 150 leaders in creating culture change by sharing positive leadership practices, developing related skills and encouraging forum members to share ideas with each other and their teams. The FY19 forums focused on connecting teams to purpose, building relationships and preparing for the future. We heard from university leaders and scholars who shared strategies for creating a more positive and inclusive work environment for staff, and provided tools and resources forum members could use with their teams.

## The B&F Forum Impact

Forum members surveyed say...



"I'm trying new techniques with my teams"



"I'm talking with my teams about DEI at least monthly"  
*\*up from 60% in FY18*



"My confidence using positive leadership practices has grown"

*Kevin Hegarty, our EVPCFO, introduces Athletic Director Warde Manuel at a B&F Leadership Forum.*



## SSC: BRINGING STAFF ON BOARD WITH DEI



The SSC adopted the DEI Lifelong Learning Model from the department of Organizational Learning and uses it as part of onboarding sessions for current staff and new hires. Before attending the onboarding session, staff complete Organizational Learning's "DEI: The Basics" course. Since adopting the DEI Lifelong Learning Model, the SSC has been including DEI-related behaviors and competencies in job postings, new employee orientations and onboarding materials, and performance evaluation tools.



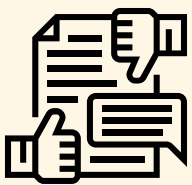
## Positive-Culture Working Groups

This year we convened special working groups to take deep dives into workplace flexibility and on-the-job professional development – topics that staff identified as critical to creating a positive organization. The two groups, which comprised members from each area of B&F, researched best practices, tested ideas and presented findings to B&F leadership. Both working groups' recommendations are currently being reviewed and implementation plans will be developed in FY20.

*An F&O Environment, Health & Safety staff member examines the storage of specimens.*



## F&O: FOSTERING CHANGE THROUGH ACTION LEARNING



Nearly 250 F&O staff participated on Action Learning Project (ALP) teams that brought together staff from different parts of F&O to develop recommendations to improve the organization. These projects focused on communication, staff engagement, and ways to simplify complicated processes or systems. Many ALP teams solicited input from co-workers outside their team, further expanding the breadth of feedback shared with F&O leadership.

In turn, F&O leadership demonstrated accountability by sharing two organization-wide updates on the status of the recommendations and posted the results on the F&O employee intranet. The directors who co-sponsored each team met with their groups after the recommendations were finalized to provide an update on implementation.

Results stemming from the ALPs are among the topics covered in F&O Success Stories, short articles that feature F&O teams being collaborative, proactive, respectful, and solutions-based. F&O makes sure to represent individuals from all areas and promotes an inclusive community by sharing the stories via email and digital signs so that staff can view them whether they work at a desk or out in the field.

## DEI Education

Across B&F, there were 632 attendees in DEI courses offered by Organizational Learning, including “Unconscious Bias in Everyday Life,” “Intercultural Awareness,” “Disability Awareness” and others.

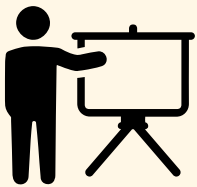
In partnership with Michigan Medicine, B&F developed a hiring and selection-focused version of unconscious bias training, designed to help identify and mitigate bias throughout the hiring and selection process. The SSC, Finance and UHR made the training required for all hiring managers, and F&O is rolling it out to select groups of hiring managers over time.

In addition, the training is now a standard part of all hiring committees for executive-level positions in the EVPCFO office. It has been requested by many other U-M schools, colleges and units, and we are now working with Organizational Learning to make the course available more widely across campus.

*Finance staff see the impact of their work at the drone lab.*



## FINANCE: CELEBRATING BLACK HISTORY MONTH



Last February, the Finance DEI Team hosted a special event honoring Black History Month for Finance employees. The event featured more than ten interactive exhibits, activities, video presentations, recommended reading lists, and poetry readings. These exhibits highlighted the accomplishments of important, but lesser-known, African Americans such as Madame Walker, Daniel Williams, Henry Box Brown and Patricia Bath. In addition to the exhibits, video presentations on topics like the online Green Book and African American “firsts at U-M” in various areas, such as sports and medicine, offered expanded information to attendees in a compelling and engaging format.

Dyan Jenkins Ali, from University Human Resources, greatly enhanced the event with her masterful reading of Langston Hughes' poetry. More than 100 visitors stopped by the event to learn about black history, interact with colleagues, and pick up reference materials, such as reading lists. Because of the overwhelming success, the Finance DEI Team is evaluating ways to make the event available to a wider audience next year.



## INVESTMENT OFFICE: CREATING OPPORTUNITIES FOR DEVELOPMENT



Over the last year, the Investment Office has intentionally created professional development opportunities for staff to grow in their careers. Presenting in front of leadership at the weekly staff meeting, including conducting a thorough review of investment opportunities and preparing written materials, is an invaluable professional learning experience for investment staff. By preparing for these meetings and learning to succinctly articulate an investment case (both for and against), staff develop a deeper level of analysis and understanding of potential investments. Additionally, their unique perspectives offer new lines of thinking for the entire office. Exposure to leadership's insights and experiences shared during the presentations provides an additional avenue for personal development in institutional investing, an appreciation of the high-level decision making necessary in the Investment Office, and helps with future strategic discussions with potential investment managers.

*Investment Office staff engage in friendly conversation.*



## INFORMATION QUEST: CULTIVATING AN INTEREST IN TECHNOLOGY



In April, ITS-Information Quest staff members participated in a training day for the [Girls Get-IT Program](#) presented by the Michigan Council of Women in Technology. The ITS-IQ team taught technical concepts to around 100 third- through fifth-grade girls from the Detroit public schools system. The training involved creating a personal "Google Assistant" where the girls were able to ask questions using voice recognition software or by typing or clicking on text and receive voice responses from the computer assistant.

In the Information Technology field, women are underrepresented. The Girls Get-IT Day was a fun way to help school-aged girls get excited about technology with the goal of continued interest and eventually increasing the pipeline of females entering careers in Information Technology.

## Find Out More

You can see our full FY20, [year-four DEI Strategic Plan](#) and learn more about our efforts to create a positive organization on the [B&F website](#).

*An F&O Logistics, Transportation & Parking staff member repairs a Blue Bus.*

