

Campus Climate Implementation Committee – Staff
Action Plan (*Update notes added in January 2017*)

The committee has identified 4 areas of interest from the climate study in regards to STAFF:

1. The responses regarding salary determinations (fair and clear) are of concern. Only 48% of A.P. and 57.2% of Union staff feel that salary determinations are fair (Q. 22K). Similar results were found in regards to whether salary determinations are clear – 44.8% of A.P. and 57.2% of Union staff (Q. 22L). Also of concern is the satisfaction of compensation in comparison to GVSU peers (only 57.5% of A.P. and 67.4% of Union staff) and satisfaction of career progression (67.8% of A.P. and 57% of Union). Also, when breaking down by demographics, areas to address are with women and staff of color.
2. One positive note in the survey results is with Q. 99C – influence of providing diversity education. 89.2% A.P. and 89% of Union staff stated that diversity education had a positive influence on the campus. We would like to further look into ways to encourage participation in these programs.
3. The number of staff that has considered leaving GVSU because of climate is troubling (19.5% A.P. and 17.5% of Union staff). While the percentage does not seem high – it is approaching 1 out of 5 staff members, which we find alarming. Further breakdown shows that 33.8% of A.P. staff of color and 22.45% of A.P. women have considered leaving GVSU due to the climate. Also troubling was the data about exclusionary experiences – 17% of A.P. and 22.7% of Union staff have experienced some exclusionary/hostile conduct. Many of the experiences are attributed to their position at the university (44.9% A.P. and 56.8% Union).
4. Another area of note is further analysis of supervision training and the evaluation process. While no specific data is provided, these topics were raised by the committee for consideration. We will also identify areas for future research such as tracking turnover – all of which will be in our final report.

Action Plan

The committee developed the following action plan to address the issues identified in the climate study.

1. Salary

- a. Improve communication of policies, procedures and processes regarding salary and job title determinations, adjustments and promotions for A.P. staff, faculty and adjunct employees (i.e. search waivers, etc.).
 - i. *Human Resources hosted a variety of compensation related workshops*
 - ii. *Ongoing work with Human Resources and I&E*
- b. Review all job titles, descriptions and workload distribution to (1) clarify duties by position and/or classification, (2) ensure equitable distribution of workloads and (3) provide consistency to reduce/eliminate ambiguities that result in subjective work rules.
- c. Review promotion opportunities by unit/division.
 - i. *Reviewed annually as part of Affirmative Action Plan*
- d. Develop more accessible career advancement opportunities and pathways for C.O.T.'s to be considered for A.P. positions and higher C.O.T. classifications.

2. Diversity Education

- a. Create an overall diversity education program, which list all formal and informal opportunities.
 - i. In development. Currently offering expanded diversity offerings as part of the Excellence Series
- b. Track participants in diversity education programs. This could be incorporated with a report from the ePDP results. Communicate with unit heads in regards to their staff participation.
 - i. Sprout has made tracking easier. I&E continues to track participation in social justice education programming.
- c. Allow for volunteer opportunities associated with diversity and inclusion events and activities to be credited toward diversity education.
 - i. Done

3. Climate/Staff Retention

- a. Promote current resources and processes for anti-bias, grievances, mediation, career resources, and campus connections.
 - i. Done and ongoing
- b. Create an Ombudsman role to support and address employee issues and concerns.
 - i. Continued work around this. In progress.
- c. Expand/restructure Inclusion Champion role and responsibilities.
 - i. Champion program was discontinued. Advocate program has undergone significant changes and continues to be improved based on feedback.
- d. Develop a system for looking at retention of departments, including opportunities for staff to discuss concerns.
- e. Review policies and processes for exclusionary actions.
- f. Increase accountability of A.P. committee chairs to their constituents.
- g. Expand reporting responsibilities of A.P. committee to include more university offices and leaders.
- h. Establish more direct communication from HR to A.P. employees.
 - i. Done and ongoing
- i. Eliminate perceived double standards between C.O.T. and A.P. employees regarding duties and responsibilities (i.e. work and travel during inclement weather, etc.).
- j. Increase utilization of GVSU Career Coach for all employees.

4. Supervisor Training/Evaluation

- a. Create incentives for all professional development learning activities, including diversity education. (Similar to incentives provided in the wellness programs.)
- b. Benchmark with peer institutions best practices for supervisor responsibilities and training, implement those practices.
- c. Add evaluation of supervision skills to ePDP.
- d. Continue to develop supervisor coaching.
 - i. Supervisor 101 was created
- e. Provide additional training regarding the benefits and provisions provided in Union contracts to supervisors.

Qualitative questions for future analysis:

- Review the qualitative data for the questions identified above.