



## Report on Housekeeping Services Climate Improvement Initiative

TO: Faculty and Staff

FROM: Karol Kain Gray, Vice Chancellor for Finance and Administration  
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On September 29, 2011, the PRM Consulting Group presented their report on the culture and climate of the Housekeeping Services unit to the University. We believe it is appropriate to inform the University community of the progress we have made.

Many across the University are working diligently toward success, including the dedicated employees in Housekeeping Services. We will continue to make improvements to Housekeeping Services as recommendations are brought forward by the Housekeeping Advisory Committee. We will continue to ensure that the climate of Housekeeping Services reinforces the University's commitment to civility and fair treatment for all.

### **New Director of Housekeeping Services**

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- On April 23, 2012, Darius Dixon joined the University as Director of Housekeeping Services. Dixon, a Carolina alumnus, previously served as the deputy assistant director of housekeeping at North Carolina State University since 2009. Darius has hit the ground running and has worked hard to establish relationships with members of the Housekeeping Services team.

### **Housekeeping Advisory Committee**

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- Formation of the Housekeeping Advisory Committee was widely noted as one of the most important initiatives. The 11-member committee selected by the housekeeping staff met for the first time on December 15, 2011, and meets every other week. This will continue at least through December 31, 2012.
- The committee participated in the candidate selection process for the Director of Housekeeping Services. They are developing recommendations for the Director regarding work schedules and shifts, teambuilding and cultural exchange, and policy interpretation and training, as well as other matters of importance. The initial recommendations will be presented to senior University administrators in the next few weeks.

### **Training and Development for Supervisors and Housekeeping Staff**

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- The Supervisory Development program began in November 2011 with the University's "Foundations of Supervision" course, followed by training in interviewing skills.
- Additional courses (both classroom and online) on policy administration, leadership, communication and related topics will be provided throughout the next year.
- PRM Consulting Group is conducting limited-term one-on-one professional development coaching for zone managers and assistant directors.



- Training classes on several topics will be held for all Housekeeping employees. Classes will be offered during the employees' regular work schedule. Topics are expected to include policies and procedures, diversity training, and team building.

### **Language Programs**

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- Facilities Services has formalized a process of translating policies, procedures and management communications into the three primary non-English languages spoken in Housekeeping Services: Burmese, Karen and Spanish.
- Professional interpreters for those languages have been made available for certain meetings. Housekeeping employees continue to serve as interpreters for zone and other small-group discussions. Telephone translation services also now are available.
- Orange County Literacy Council assessed employees whose primary language was not English, and has provided two 12-week English for Speakers of Other Languages (ESOL) classes on work time for employees whose workplace English was extremely limited or non-existent. Additional sessions are under consideration.
- Later this summer, computer-based English language instruction provided through Rosetta Stone will serve as a supplement to classroom work or as a first-line instructional opportunity for speakers with moderate English proficiency.

### **Policy and Procedure Review**

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- The Office of Human Resources has partnered with Facilities Services Human Resources to implement changes in policy, process, and practice in Housekeeping Services, thus ensuring proper oversight of personnel actions.
- Basic position descriptions for housekeepers, crew leaders and zone managers were reviewed and revised last fall. All other necessary updates to position descriptions will be completed by the end of July.
- The University's Office of Institutional Research and Assessment, in conjunction with the Office of Human Resources and the Equal Opportunity / ADA Office is analyzing salaries in Housekeeping Services.
- Hiring processes in Housekeeping Services have been reviewed and revised, with standardization of job postings, interview questions and selection criteria, and with greater involvement by Facilities Services Human Resources throughout the process.
- In January 2012, the University modified its hiring practices campus-wide for temporary staffing, which now includes advertising temporary positions on the Office of Human Resources website and interviewing candidates.

### **SPA Employee Handbook**

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- The Office of Human Resources has drafted an employee handbook for all SPA employees at the University. The handbook will be ready for distribution shortly. All Housekeeping Services staff will receive a printed copy. The contents will be translated into Burmese, Karen and Spanish.