

# Housekeeping Climate Improvement Program Initiatives

September 2012

## Organization/Structure

#	Action	Responsible Staff Members	Current Status	Target Completion Date
1	Establish an Advisory Committee composed of a diverse group of Housekeeping Services employees from all three shifts, which will provide input to Housekeeping management on the progress being made on addressing issues raised in the PRM Report, and offer additional recommendations to ensure that value and respect are prominent cornerstones of the department's environment.	The Oversight Committee is managing formation of this committee.	The Advisory Committee has been formed and its kickoff meeting was held on December 15.  The Committee is scheduled to meet bi-weekly through the end of 2012.	Complete
2	Revise work assignment practices to ensure the fairness of permanent work assignments.	Housekeeping Director Darius Dixon FS HR Director Tracy Agnew OHR Senior Director for Employment and Staffing Noreen Montgomery OHR Employee & Management Relations Consultant Chris Chiron	Inter-zone transfers were discontinued as of July 2011 other than for business need or personnel issue resolution. Revised practices have been approved and are effective as of Sept. 1	Complete
3	Assess shift distribution and timing to determine if all three shifts are needed or if changes can be made and more day shift work can be accommodated.	Advisory Committee	Peer universities have been surveyed. The Advisory Committee approved conducting a survey; a sub group of the Committee is working to collect employee feedback (See Training & Communication #4). The survey is being drafted and is expected to be conducted by the end of Sept.	Oct. 31, 2012
4	Examine the organizational structure of Housekeeping Services.	FS HR Director Tracy Agnew OHR Senior Director for Classification & Compensation Jessica Moore	The structure in terms of spans and layers has been studied and benchmarked with a subset of	Complete

#	Action	Responsible Staff Members	Current Status	Target Completion Date
		Assistant Vice Chancellor Anna Wu Work with Chris Chiron on recommendations	our peer institutions. Two Crew Leader positions are being created for each Zone, which will provide promotional opportunities.	
5	Analyze Housekeeping salary data to determine if unacceptable pay discrepancies exist.	OHR Senior Director for Classification & Compensation Jessica Moore EEO/ADA Officer Ann Penn	A preliminary analysis has been completed by the Office of Institutional Research & Assessment. Salary data will be compared to Dec. 2012 data.	January 31, 2013
6	Conduct a survey of customer satisfaction and quality of Housekeeping service. Survey/re-measure in 1-2 years to determine progress.	Assistant Vice Chancellor Anna Wu	Most recent survey was March 2011.	March 2013
7	Conduct follow-up investigations, as warranted, into any activity disclosed to PRM that potentially constitutes unlawful harassment or discrimination, consistent with the PRM confidentiality statement, or based on other work environment issues disclosed in the report.	Housekeeping Director Darius Dixon FS HR Director Tracy Agnew OHR Employee & Management Relations Consultant Chris Chiron EEO/ADA Officer Ann Penn	Specific incidents reported to PRM have been addressed. Similar situations will be addressed as they are raised.	Ongoing
8	Review all internal Housekeeping Services work rules and policies to ensure consistency with University policies and procedures.	FS HR Doni Posey Housekeeping Director Darius Dixon OHR Employee & Management Relations Consultant Chris Chiron	Nepotism, Harassment and Transfer policies and procedures have been completed. Leave and Attendance policies and procedures are under review.	October 31, 2012

## **Recruitment & Hiring**

#	Action	Responsible Staff Members	Current Status	Target Completion Date
1	Review the recruitment and hiring processes, including job requirements and interview protocols, for all temporary and permanent	OHR Senior Director for Employment and Staffing Noreen Montgomery	A more structured approach to hiring temporary and permanent staff members, including more HR	Complete

	Housekeeping Services positions to ensure recruitments are consistent with University policies and that the individuals hired meet our communication and performance requirements.	FS HR Trish Batchelor OHR Employee & Management Relations Consultant Chris Chiron	involvement, has been developed and implemented. Housekeeping staff involved in the hiring process have been trained. Job postings and interview questions for housekeeping positions at all levels have been rewritten.	
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### ***Performance Management***

<b>#</b>	<b>Action</b>	<b>Responsible Staff Members</b>	<b>Current Status</b>	<b>Target Completion Date</b>
1	Supplement the performance management process to allow employees to provide constructive, developmental feedback for Housekeeping supervisors and management as part of a pilot program.	FS HR Doni Posey OHR Employee & Management Relations Consultant Chris Chiron	Pilot implementation set for FY '12-'13	Complete
2	Review and revise all Housekeeping position descriptions	FS HR Trish Batchelor OHR Senior Director for Classification & Compensation Jessica Moore OHR Employee & Management Relations Consultant Chris Chiron	The Housekeeping Director position description has been rewritten and implemented. The Assistant Director, Housekeeper, Crew Leader and Zone Manager position descriptions have been rewritten and approved. All other housekeeping position descriptions are under review.	Oct 31, 2012
3	To provide clear measures of accountability, ensure that the "Teamwork and Professionalism" principal function is incorporated into all Housekeeping work plans, and that the "Supervisory" principal function is incorporated into all Housekeeping supervisor work plans.	FS HR Doni Posey OHR Employee & Management Relations Consultant Chris Chiron	Pilot implementation set for FY '12-'13	Complete

## **Training & Communications**

#	Action	Responsible Staff Members	Current Status	Target Completion Date
1	Implement a supervisory development program for all Facilities Services/ Housekeeping Services supervisors.	FS HR Training Officer Ray Doyle OHR Senior Director for Communications and Talent Development Kathy Bryant OHR Employee & Management Relations Consultant Chris Chiron	All housekeeping Zone Managers and Assistant Directors have completed the “Foundations of Supervision at Carolina” course and are enrolled in the Supervisory Skills Development Program. Monthly programs are being scheduled through Fall 2012.	Nov 30, 2012
2	Require refresher training for all Housekeeping employees and management (with interpreters as needed) on the prohibitions on harassment and discrimination, including information on the relevant University policies (Policy on Prohibited Harassment and Discrimination, SPA Grievance Policy, and Mediation Policy), campus resources, how to file complaints, confidentiality, and protections against retaliation.	FS HR Training Officer Ray Doyle EEO/ADA Office Camille Brooks OHR Employee & Management Relations Consultant Chris Chiron	Training is scheduled for September.	September 30, 2012
3	Provide and require English as a Second Language (ESL) programs for current Housekeeping Services employees without conversational English ability, as needed.	Housekeeping Director Darius Dixon FS HR Training Officer Ray Doyle OHR Senior Director for Communications and Talent Development Kathy Bryant OHR Employee & Management Relations Consultant Chris Chiron	Language skills assessments are ongoing. A 12 week ESOL training for 51 employees was completed on April 6. A second series will be completed on July 12. A third series will begin on Sept. 24. Rosetta Stone language-learning training will begin in September.	Ongoing

4	<p>Develop team-building strategies to address cultural issues in the department, including:</p> <p>a. Developing teambuilding strategies that will include addressing cross-cultural issues and improving management/employee issues.</p> <p>b. Focusing employee training on policy understanding and interpersonal / teambuilding skills and provide on a continuing and regular basis, to strengthen knowledge and communication skills.</p> <p>c. Evaluate particular workgroup needs in various zones for further training.</p>	<p>Advisory Committee will develop recommendations on initiatives 4a and 4b.</p> <p>For 4c, FS HR Director Tracy Agnew Housekeeping Director Darius Dixon</p>	<p>The Advisory Committee participated in the Housekeeping director search in February and March.</p> <p>The Advisory Committee established 3 subcommittees to address goals for improvement in response to the PRM report: 1) Pros &amp; Cons on issues related to work shifts and schedules; 2) Ways to increase culture change and understanding and to promote mutual respect; 3) Policy issues that need clarification or training and ideas for improving the communication system.</p>	December 31, 2012
5	Translate primary documents/policies into the three languages native to many current employees in Housekeeping Services (Spanish, Burmese and Karen).	OHR Staff Members FS HR Director Tracy Agnew	The following documents/policies have been translated: The PRM Report; Harassment & Discrimination Policies; Grievance Policy; Nepotism Policy; Violence in the Workplace and ADA Policies. Other documents and policies will continue to be translated as deemed necessary.	Ongoing
6	Complete and distribute copies of SPA employee handbook, including versions translated into the three languages native to many current employees in Housekeeping Services (Spanish, Burmese, and Karen).	OHR Senior Director for Communications and Talent Development Kathy Bryant FS HR Director Tracy Agnew	Handbook being finalized by OHR. Distribution is scheduled to begin in October with new employee orientation with translation available by December.	Dec 30, 2012
7	Provide interpreters in meetings as necessary.	Advisory Committee to make any additional recommendations	Interpreters will continue to be provided when deemed necessary. A contract that includes telephone translation services has been implemented.	Ongoing

## Safety

#	Action	Responsible Staff Members	Current Status	Target Completion Date
1	Consider contracting with UNC Safewalk or similar organization to provide escorts between campus locations for third-shift Housekeeping employees (service currently available Sunday-Thursday from 11 p.m. until 3 a.m.)	Housekeeping Director Darius Dixon OHR Employee & Management Relations Consultant Chris Chiron	Dialog continues with Housekeeping Advisory Committee on strategies to improve safety.	Complete
2	Explore partnering with UNC Public Safety to assure more regular patrolling at higher-risk sites and/or at certain times.	Housekeeping Director Darius Dixon	Housekeeping Director is contacting Public Safety to explore possibilities.	Complete
3	Ensure that all Housekeeping employees have information on how to contact ComPsych, as needed.	FS HR La-Kristyn McLean	An EAP information sheet was translated into Spanish, Burmese, and Karen and shared with housekeeping staff members. The EAP contract changed to ComPsych on Feb 1. Revised translations with updated contact information have been distributed.	Complete