

# Housekeeping Climate Improvement Program Initiatives

December 7, 2011

## 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 committee members have been notified and will have a kickoff meeting on December 15 <sup>th</sup> .	Ongoing
2	Revise work assignment practices to ensure the fairness of permanent work assignments.	Housekeeping Director Lea Holt FS HR Director Tracy Agnew OHR Senior Director for Employment and Staffing Noreen Montgomery OHR Employee & Management Relations Consultant Chris Chiron	Interim measure: Inter-zone transfers have been discontinued as of July 2011 other than for business need or personnel issue resolution. Revised practices are being finalized.	Dec 31, 2011
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.	Mar 31, 2012
4	Examine the organizational structure of Housekeeping Services.	FS HR Director Tracy Agnew OHR Senior Director for Classification & Compensation Jessica Moore FS Executive Director Van Dobson	The structure in terms of spans and layers is being studied and benchmarked with a subset of our peer institutions. The information is being gathered and will be analyzed and	Jan 15, 2012

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			recommendations developed.	
5	Analyze Housekeeping salary data to determine if unacceptable pay discrepancies exist.	OHR Senior Director for Classification & Compensation Jessica Moore	This analysis is underway.	Dec 31, 2011
6	Conduct a survey of customer satisfaction and quality of Housekeeping service. Survey/re-measure in 1-2 years to determine progress.	FS Executive Director Van Dobson	Most recent survey was March 2011.	March 2012 or 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 Lea Holt FS HR Director Tracy Agnew OHR Employee & Management Relations Consultant Chris Chiron EEO/ADA Officer Ann Penn	Awaiting input from PRM.	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 Lea Holt OHR Staff Members, as needed	Existing policies and procedures are under review.	Dec 21, 2011

### **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 Housekeeping Services positions to ensure recruitments are consistent with University policies and that the individuals hired meet	OHR Senior Director for Employment and Staffing Noreen Montgomery FS HR Trish Batchelor	A more structured approach to hiring temporary and permanent staff members, which includes more HR involvement, has been developed and implemented. Housekeeping staff involved in	Dec 31, 2011

	our communication and performance requirements.		the hiring process have been trained. Job postings for housekeeping positions at all levels are being rewritten.	
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**Performance Management**

#	Action	Responsible Staff Members	Current Status	Target Completion Date
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	Analysis is underway.	Apr 30, 2012
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. All other housekeeping position descriptions have been rewritten and are under review.	Mar 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	Changes will be implemented in the June 2012 work plans.	Jun 30, 2012

**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	All housekeeping Zone Managers and Assistant Directors have completed the "Foundations of Supervision at Carolina" course and are enrolled in the Supervisor Development Initiative.	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 Grievance Coordinator Martha Fowler	Developing schedule for course offerings.	Feb 15, 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 Lea Holt FS HR Training Officer Ray Doyle OHR Senior Director for Communications and Talent Development Kathy Bryant	Language skills assessments have commenced. Based on the outcome of the assessments, ESL training will begin in January.	Begin courses in January 2012
4	Develop team-building strategies to address cultural issues in the department, including:	Advisory Committee will develop recommendations on initiatives 4a and 4b.		Jan 31, 2012
a.	Developing teambuilding strategies that will include addressing cross-cultural issues and improving management/employee issues.	For 4c, FS HR Director Tracy Agnew Housekeeping Director Lea Holt		
b.	Focusing employee training on policy understanding and interpersonal /			

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c.	teambuilding skills and provide on a continuing and regular basis, to strengthen knowledge and communication skills.  Evaluate particular workgroup needs in various zones for further training.			
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 PRM report and the Policy on Prohibited Harassment and Discrimination have been translated and shared with the housekeeping staff members. Other policies are being evaluated for translation.	Jan 15, 2012
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	Jan 15, 2012
7	Provide interpreters in meetings as necessary.	Advisory Committee to make any additional recommendations	Underway now.	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	Housekeeping Director Lea Holt OHR Employee & Management Relations Consultant Chris Chiron		Jan 15, 2012

	available Sunday-Thursday from 11 p.m. until 3 a.m.)			
2	Explore partnering with UNC Public Safety to assure more regular patrolling at higher-risk sites and/or at certain times.	Housekeeping Director Lea Holt	Housekeeping Director is contacting Public Safety to explore possibilities.	Jan 15, 2012
3	Ensure that all Housekeeping employees have information on how to contact Deer Oaks, as needed.	FS HR La-Kristyn McLean	An EAP information sheet has been translated into Spanish, Burmese, and Karen and shared with housekeeping staff members.	Complete