



Dear Housekeeping Services Team,

Thanks to the commitment and hard work of people throughout Housekeeping Services, we continue to make measurable progress in improving the work climate for everyone in the department. In the last two years, we have used the findings and recommendations of the PRM Consulting Group as both a catalyst and a roadmap for putting new resources and initiatives in place to address many of the concerns that have been raised in our department.

The results of the follow-up survey conducted by PRM show that these changes are having a positive effect on overall morale. In general, most people now have a positive view of the work culture in Housekeeping Services. They indicated that they are satisfied with communications between zone managers and staff members, and they feel that they can express their honest opinions to their zone managers without fear of retaliation. These are significant accomplishments.

Housekeeping Services is definitely headed in the right direction, and we want to continue to build on what we have already accomplished by working together. The strides we have made include:

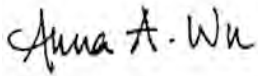
- Open communication – Every employee has a voice in the bi-weekly Housekeeping Opportunities Roundtable instituted by Housekeeping Services Director Darius Dixon. People have been forthcoming in providing feedback so leaders can work to address concerns as they occur. In addition, top administrators regularly send information to the assistant directors and zone managers, who communicate that directly with staff members.
- Leadership – All assistant directors and zone managers participated in a leadership retreat to define the mission, vision and values of the Housekeeping Services Department. They received evaluations from their teams. In addition, the PRM follow-up survey showed that people believe assignments are made fairly and policies are administered consistently.
- Training – The department's mandatory supervisory development and training programs as well as courses focusing on interviewing skills, policy administration, leadership, communication, cultural awareness and professional development are helping employees at every level enhance and broaden their skills.
- Hiring practices – To ensure proper personnel oversight, hiring processes have been revised to ensure consistency in job postings, interview questions and selection criteria. Ten previously eliminated positions have been restored to balance work distribution and address absenteeism.
- Accountability – Regular progress reporting from the assistant directors to Darius Dixon and one-on-one work discussions between Darius and the assistant directors

have strengthened accountability practices and the consistency of work performed throughout the department.

The executive summary and survey results are posted on the Facilities Services website at <http://www.facilities.unc.edu/Home/FacilitiesOperationsPlanningDesign/HousekeepingServices/ClimateImprovementProgram>, and I hope you will take some time to review them. While the follow-up survey shows that we have greatly improved the culture of respect and dignity you deserve, we know there is more to do. There is always room for improvement, and we want to find new and better ways to do things so please continue to share your suggestions and feedback.

I appreciate your dedication, your hard work and the many ways in which you go above and beyond the responsibilities outlined in your job description to keep Carolina clean, safe and healthy. Thank you!

Sincerely,

A handwritten signature in black ink that reads "Anna A. Wu". The signature is written in a cursive style with a large initial "A".

Anna Wu

Assistant Vice Chancellor for Facilities Operations, Planning and Design