

**Office of the Executive Vice President
Diversity Appraisal**

Preliminary Summary Report

Business Services

The Business Services Division includes a diverse set of departments; the Office of the Associate Vice President, the Emergency Management Office, Publications Services (including Copy and Mail), Purchasing & Stores, the Real Estate Office, Records Management Services and the University Police.

Specific statistics for the departments within Business Services can be found in the University's Affirmative Action summary reports attached (Utilization and Goals Report and Workforce Profiles). The majority of the goals for gender diversity have been met and many of the minority goals. Some areas for improvement are in terms of minority employees within the professional categories and additional female employees in the classified categories (some room for improvement in minority employees here as well). Records Management Services recently joined our division and is not included as a separately identifiable department in the attached report.

Several departments have specific programs in which they participate to encourage diversity both within their department and at the University in general. For example, the Purchasing & Stores department engages the external community by leading campus outreach activities to small, disadvantaged, under-utilized, minority and women-owned businesses (MWBE). The Purchasing department identifies potential suppliers for goods and services needed by all departments; representing the University at tradeshow and vendor fairs and on occasion sponsoring vendor events on campus; providing information one on one as contacted by suppliers; and providing campus buyers with supplier databases to encourage their consideration for all types of purchases. Formal reporting is done for both state MWBE expenditures and for federal small business subcontract plans.

The Publications department mirrors the Purchasing department's efforts to utilize small, disadvantaged, under-utilized, minority and women-owned businesses in their solicitation of vendors for print and related work. The buyer reports relevant information through Purchasing. In addition, Publications incorporates the following value statement in their Mission, Vision & Values: "We value individual differences and respect the personal dignity of our clients and co-workers."

The University of Washington Police Department's Ethnicity and Gender report is attached. In addition, the UWPD focuses on the issue of diversity not only within the department, but by becoming involved with the different groups within our community. The following list identifies many projects:

- **UW Diversity Committee:** Assistant Chief Annette Spicuzza sits on this committee and assists in any manner possible.
- **Internships:** Four to six interns per year. Students from various backgrounds participate in this program. Currently two women assigned.
- **Recruitment:** Attendance at several job fairs a year to recruit officers. The brochure has been revamped to assist in this matter.
- **Explorer Post:** Law enforcement explorer post. The post consists of university students. Usually from 8-12 students each year. This program will be promoted more by attending the Society and Justice classes, setting up booths at Dawg Days, being at Career Days on campus, and setting up a table at the HUB. Focus will be on doing a better job at recruiting for this program and trying to recruit more minorities.
- **Citizen Academy Goal:** Two sessions a year. Recruiting students to attend (some can receive course credit for attending). 10 week session where many different facets of our police department are introduced to the community. It has been hugely successful.
- **Police/Community Relations Committee:** This committee consists of people from MAPS, Minority Affairs, and the ASUW. This seems to be successful only when there is an issue at hand. Otherwise, attendance continues to be low.
- **Cultural Diversity training:** For all employees of the department. This is done on an annual basis.
- **“Conversations with the ASUW”:** This involved dialogue concerning the Code of Conduct and security on campus and was well received.
- **Liaison Program:** Several volunteers within the department are willing to serve as liaisons with the different student groups on campus. One officer, to date, has been assigned to a group.
- **Fairs:** Planning to be present at the Minority Student Job Fair, to be held in January 2004.
- **Hate Crimes Workshop:** Part of the panel discussing the issue of hate crimes in late January 2004.
- **Presentations:** Ad-hoc presentations to discuss any issue which might arise on campus and cause concern within the community.
- **Office of Minority Affairs:** The UWPD is keeping track of the many events scheduled on the Office of Minority Affairs calendar, so the UWPD may be available for the occasion.
- **EOP Banquet:** Chief Peltzer will be attending the banquet in May. She is working with the Office of Minority Affairs to have a table full of law enforcement professionals who graduated from the UW EOP program (a first). Two officers on the UWPD staff were benefactors of the EOP.

Finally, the Business Services Division values individual difference as identified in the Values statement identified by the Business Services Management Group, “Respect for Individual Difference.”

Capital Projects

The Capital Projects Office values diversity both in our workforce and in our contracting processes. Our efforts support and complement the overall mission of the Equal Opportunity Office to ensure University compliance with the law and spirit of [equal opportunity and affirmative action](#). The Capital Projects Office is committed to providing access and reasonable accommodation in its services, programs, activities, education and employment for individuals with disabilities, as well as in the new and renovated facilities that CPO manages.

Workforce:

Our goal is to hire and retain great people from diverse locations and backgrounds. Differences among team members become valued assets when they are combined together to promote creativity, encourage resourcefulness and support improvement. We financially support and encourage employee participation in individualized training and development programs. We also hold specialized training sessions (CPO University) for employees and clients, which provides both broad and specific training on our practices, policies and procedures.

Each year a specific training program for every employee is developed during the annual performance review process. Funds are budgeted to allow for funded training opportunities for all staff members.

We promote diversity in our applicant pool by targeting broad-based advertising media. Our hiring managers are encouraged to employ a diverse workforce. Valuing differences, such as race, color, creed, religion, national origin, sex, sexual orientation, age, marital status, disability, or status as a disabled veteran or Vietnam-era veteran, among team members, results in an environment that attracts and retains quality individuals.

Family:

CPO strives to support our staff both professionally and personally. Staff is made aware of all university programs which could help them in their personal lives, such as drug and alcohol counseling, UW Care Link Program, IMA programs, etc.

Annually the department sponsors an event which includes families and friends. Staff is encouraged to take family leave when appropriate. Medical leave is granted when needed.

Safety at home and on the job is one of CPO's highest priorities. Monthly information on home safety tips is distributed to staff. Safety reminders are also provided. Many of the CPO University classes relate to safety and can be applied to both home and work life.

Contracting:

The Capital Projects Office contracts with architects, engineers, and with construction contractors for the design and construction of University projects. Minority and women-owned design firms are encouraged to submit qualifications for all University projects through annual ads run in the Daily Journal of Commerce.

Construction contracts are, by law, awarded to the company submitting the low, responsive and responsible bid. Ads for all construction projects are published in the Daily Journal of Commerce, which has very diverse readership. In addition, plans and specifications are available to bidders at plan centers that target diversity.

Prior to I-200, we consistently reached the 10% Minority Business Enterprise (MBE) and 6% Women's Business Enterprise (WBE) participation goals that the state required. Subsequent to I-200, participation in both areas has fallen off dramatically. With no mandatory requirements in place, contractors ceased to use MBE/WBE firms unless they were the low bidder. MBE and WBE firms have also ceased in becoming certified, or renewing certification, as the advantages of doing so have diminished.

We continue to achieve some level of MBE/WBE participation in the way of firms that have continued with their certification and are the low prime bidder. Current participation in public works at the University by firms that are certified by the Office of Minority and Women's Business Enterprises is approximately 2%.

Questions about Capital Projects Office's diversity efforts should be forwarded to Richard Chapman or Susan Smith, (206)221-4341.

Facilities Services

Facilities Services has a deep commitment to the values of a diverse workplace. Our workforce and our services bring diversity to the UW campus every day as the skilled trades, custodial, and labor classes conduct their work, rubbing shoulders with the community of scholars.

The Facilities Services commitment to diversity is present also in programs we operate and in the way we operate them.

Services provided by Facilities Services units enable and encourage the inclusion of diverse populations:

- The Records Division annually produces an accessibility guide to enable disabled or temporarily impaired individuals to participate in the University's life. Developed and maintained with valuable input from Disabled Students Offices and other professionals, the Access Guide is a navigation manual, containing

campus mapping and route instructions. Information presented is essential to the mobility impaired and useful as well to those with sight problems. The Guide is provided in both a printed version and on-line. The Web-based version is updated to disseminate timely information related to temporary disruptions to routes due to construction or other events. The on-line version ensures ready access to emergency information, evacuation instructions, support resources, and special services.

- Maintenance & Alterations crews regularly provide their services to create ADA access, reducing barriers and ensuring that all feel welcome. Work scheduling always reflects priority for repair of ADA-related features (elevators, walkways, building entries).
- Transportation programming at the University features special services for disabled students, faculty and staff. The Dial-a-Ride shuttle means that those permanently or temporarily access-challenged can get around campus.

Facilities Services recognizes and capitalizes on its role as a portal for populations seeking standing and advancement in the American workforce:

- Custodial Services staff is dominated by foreign-born and underrepresented people who seek entry not only to University employment but to US culture more broadly. As a doorway to the University and to citizenship, Custodial Services deals creatively and positively with unique needs of the various immigrant populations. The organization has extended itself to provide job counseling, socialization opportunities, and support in dealing with international family circumstances. English as a Second Language training is made available and paid for by Facilities Services.
- Entry-level opportunities have also been generated in the Motor Pool. Seeing an opportunity to ease workload demands and provide an entry opportunity for promising employees, the Motor Pool took advantage of a previously unused job classification, a motor equipment mechanic trade trainee.
- Working closely with social services agencies and other professionals, a creative program in the Recycling Office had found an opportunity for developmentally disabled adults to work as sorters. This past year, the program was formalized and the employees made permanent employees, providing them with the benefits and orientation received by all FS employees.

Recruitment activities are designed to encourage diversity and to open employment opportunities to all:

- Procedures in Maintenance & Alterations are carefully reviewed to ensure that interview panels are diverse in composition. Interviews always include questions that highlight the importance of the ability to respect others and work well with a

diverse population. To help employees compete for promotional opportunities, resume writing workshops are offered and training in interview techniques is presented. Skill training for computer work is offered, bringing trades personnel more up to date with the electronic world.

- Employees in Facilities Services are alerted annually to the importance of organization policies on maintaining a hospitable workplace. Respect for diversity is also featured in new employee orientation sessions; the message is re-enforced by ensuring that materials used in the orientation include the full array of diversity present in Facilities Services.

Questions about Facilities Services' efforts can be forwarded to Karen Zaugg, by email at kzaugg@u.washington.edu, or by phone at (206) 221-4372.

Financial Management

Valuing diversity is a core value of Financial Management. Financial Management uses a very broad definition of diversity. In addition to the categories identified by the steering committee (race, gender, disability, class, sexual identity/orientation, religion, age, ethnicity, culture, region/geography and indigenous statue), Financial Management also values variety in work styles, personality types and education levels.

Approximately one third of the Financial Management (FM) staff members are immigrants and non-native English speakers. Specific efforts are made to address issues of diversity within the division in order to maximize employee performance and customer satisfaction. Our diversity initiative complements other work being done on campus to support the UW's mission of creating a comfortable educational environment that will attract and retain the best and the brightest from all backgrounds.

Current Financial Management efforts in the interest of diversity:

- Biennial employee surveys to gauge satisfaction in the workplace and answer specific questions about diversity
- Measure on the Operational Performance Dashboard that gauges “% of staff who agree that making FM more diverse will make the organization better overall (top two ratings on the 7 point scale). Current measure is 72%; target is 90%.
- Formal on-going diversity initiative
- Two teams focus specifically on diversity; one has created a mentoring program with an emphasis on diversity, and the other helps to educate and make the division more aware and appreciative of diversity
- Development and presentation of mandatory diversity training
- Additional training for supervisors and managers
- Ongoing program for diversity-related presentations
- A diversity calendar on the web

- A roster of internal interpreters
- A roster of conversation coaches for improving English skills
- A set of measurements that reflect the importance of cultural competence
- Accountability to cultural competence
- An ongoing English Skills in the Workplace program for non-native speakers, offered through UW English Skills Programs
- Educational outreach program to students, parents, prospective students and campus staff, many of which are in partnership with or by request from Office of Minority Affairs
- Employee development plans for all staff that include financial support and release time for training and other developmental activities

Beginning in the spring 2001, an ongoing diversity initiative was launched as a part of the quality improvement approach used in Financial Management. The initiative was stimulated by findings in the biennial employee survey that indicated the working climate could be more inclusive and welcoming for all staff, and by the concern that the senior leadership team is all Caucasian. Leaders at other levels more appropriately reflect the staff composition, but they haven't reached the highest levels and Financial Management senior leaders wanted to begin addressing that issue directly. MOSAIC was hired to conduct a diversity audit. The audit was completed at the end of the summer 2001. In the autumn of the same year, 6 focus groups were held to better understand the results of the audit. Results of the focus groups' work were presented to all of Financial Management in winter 2001.

As a result of the information gathered, two teams were chartered: 1) promotions and recognition and 2) organizational climate and communications.

The promotion/recognition team (called DREAM) developed a mentoring program, which pairs volunteer leaders/mentors and self-identified mentorees. Great diversity is reflected among the active participants in the program, and it has proven to be a tool for development for both mentors and mentorees. 17 pairs are currently matched and have been working since May 2003; another cohort will begin in April.

The second team was charged with developing and offering mandatory diversity training for all 200 employees, and an additional training for those who supervise or manage a diverse work force. Phoenix Consulting was hired to partner with an internal trainer to create and deliver division-wide training. The internal consultant conducted the supervisory/management sessions. All the training was completed in the spring 2003.

In addition, the communication/climate team coordinates a series of diversity-related events, has designed a diversity calendar, and has identified a group of multilingual employees willing to serve as interpreters in customer service situations; a list of native English speakers willing to partner with ESL employees to practice conversational English on an informal basis. A culture fair is being planned for the summer 2004.

Financial Management is in the process of transforming the way work is done. We are moving away from transaction-based work to knowledge-based work. It is imperative that we make the most of the resources represented in our staff. It is also essential that we are able to convey and hold people accountable to new expectations. One of the most interesting outcomes of our diversity initiative is the growing awareness that there are cultural differences in the way people interpret concepts like “initiative,” “collaboration” and other skills or qualities highly valued by Financial Management. A goal is to share the most concrete examples of abstract concepts without undervaluing the unique characteristics of the individual.

Other activities include review of hiring and promotion practices, identifying skills needed to work in a diverse environment, learning more skills for resolving conflict, and methods for enhancing inclusiveness and consensus building.

Financial Management contracted with the English Language Program (part of Extension) to provide classes for those employees who wanted to improve their English skills. The classes are offered during work time. Classes have been offered now for 7 quarters. Custodial Services, Computing and Communications, and the Business School have joined with us in this program.

Employees are encouraged to participate in planning for their personal and professional development by writing individual Employee Development Plans, which serve as a tool for discussing future goals and skills development for each employee. Financial Management strongly encourages and funds education and training for employees.

An Outreach unit was recently formed within Student Fiscal Services (SFS) to educate students, advisers, potential students and parents about money management (Money 101) and navigating the maze of bureaucracy at the UW. Many classes have been offered at the request of Office of Minority Affairs staff. SFS offered two years of instruction for the Gear Up Program on Leadership Skills for life, and has continued with Gear Up the last two years by offering Money 101. The Money 101 program has been translated into Spanish, with future plans for translations in Vietnamese and Chinese.

In conclusion, for Financial Management to be most effective, staff members need to be culturally competent. We are working now on defining that for Financial Management and then will set performance measures and resulting accountability.

Questions about Financial Management efforts can be forwarded to Karen Crowder, karensue@u.washington.edu or Ruth Johnston, ruthj@u.washington.edu, or by calling either at 543-4990.

Human Resources

Throughout the Human Resources organization there are numerous programs and initiatives that incorporate diversity as an integral part of our mission. The essential components of our diversity programs and initiatives address three strategic issues for the University:

- Gaining competitive advantage from the diverse backgrounds, knowledge bases, and cultural experience present in today's workforce.
- Supporting the University in managing diverse teams to produce positive organizational and personal results.
- Impacting the overall campus climate.

To that end, HR provides a range of services; from recruiting and hiring to comprehensive training opportunities for all University employees; from specifying diversity awareness as a performance measure to providing opportunities for diversity training and consultation; as well as programs and services that provide support to students, staff and faculty for their diverse life issues and challenges. The following summary includes; initiatives and efforts that impact Recruitment and UW Climate (learning and work/family/community) and HR Staff and Administrative Diversity.

Human Resources' Mission:

Support UW faculty and staff in successfully meeting the goals of the University by providing high quality and responsive human resources support to foster an exceptional work environment that encourages, nurtures, and recognizes the professional development of University employees.

Actions Impacting Recruitment:

In 2003, the University of Washington's Recruiting and Candidate Services Team continued to build diversity outreach efforts. The team maintained existing efforts, developed new diversity outreach goals, and conducted a study of employees' job search methods. In addition, cultivating relationships with candidates is inherent in the role of employment recruiting and our UW Recruiters apply much effort towards attracting diverse talent and networking. Our Employment Specialists discuss diversity goals with hiring managers for each recruitment. Succession planning, internal promotions and temporary staffing are also some of the strategies that Employment Specialists can highlight with departments while consulting on recruiting issues.

★ Effort: UWHiRES is replacing Resumix with an eye on more sophisticated and detailed tracking of employment candidates including matching minority candidates with their original recruitment source to identify new sources and cultivate relationships for our recruiting network. UWHiRES is a Web-based, real-time software solution. It will automate and streamline several HR selection and hiring processes and provide faster, better service delivery to hiring managers and candidates alike. It will also identify new sources and cultivate relationships to add to our recruiting network.

★ **Effort:** Employment marketing plans have been developed for all job families and several individual positions. Each plan recommends an outreach strategy with enough depth to reach a diverse population.

★ **Effort:** Our Compensation unit develops competitive salary structures. We ensure that recruiting and retention of diverse candidates is not constrained because of lack of competitiveness to the market.

★ **Effort:** In partnership with the Disability Services Office (DSO), a full time Disability Employment Specialist (DES) works with all HR Service Teams to provide transitional skills counseling and job placement assistance to employees who can no longer perform their current job functions, but can work in other capacities. With the involvement of our DES, the Alternative Job Search (AJS) process is being enhanced to increase successful job placements. Training for all HR Service Teams on the AJS process is scheduled for Jan/Feb 2004. In addition, we have created an employment “preference” for former Classified staff employees who have been separated due to a disability. They are eligible within three years of their separation date when applying for certain positions.

★ **Effort:** We distribute employment marketing brochures to over 40 local community organizations like El Centro de Raza, Seattle Indian Center, and the Hearing, Speech and Deafness Center. We also deliver the ‘Where Do You Fit In?’ brochure as a secondary level of outreach to outside community organizations. This outreach effort supports the University as an employer that actively recruits a diverse workforce.

★ **Effort:** We coordinate various job fairs targeting diversity candidates. Recruiting & Candidate Services also attended the ACCESS Job Fair in October and the Diversity Day Job Fair in January. Our presence at diversity-oriented job fairs helps recruit a more diverse workforce and lets us be recognized as an employer that values diversity.

Actions Impacting UW Climate:

As a Department, Human Resources has launched many initiatives; flexible scheduling, employee assistance programming, consultations with departments on self-managed teams, leadership training, etc. These initiatives have been created to help each employee be more effective and to perform to his or her potential. These programs and strategies expand the University’s diversity initiatives into the realm of life issues and personal challenges of its diverse workforce.

A. Learning and Development

Many of the services provided through Training and Development (T&D) specifically address the key issues of diversity. Group process skills and leadership are critical processes that determine whether diversity produces positive or negative results in communication, conflict management and cohesion.

★ **Effort:** We have a commitment to the entire campus community. There are many opportunities for T&D to respond to the various needs of our customers. Focusing on four specific areas, we address issues of diversity in: Quarterly Training Classes, Organization and Management Development Consulting, Career Consultation, and the Strategic Leadership Program. Diversity is integrated into all of our work and therefore integrated into all of the learning we provide. Those who utilize our services feel that they are recognized for the individuals that they are and that T&D is an aware, respectful and safe place to discuss and learn about any type of issue including various diversity issues.

★ **Effort:** We have a work group planning a Strategic Leadership Alumni mentoring program to be launched in summer 2004. The mentoring program will provide opportunities for leaders at various levels and representing all types of beliefs, ethnicities, life styles, etc. to share and learn from each other in a non-threatening, informal manner. Mentoring programs provide participants the chance free of hierarchy and formal work roles to discover more about themselves and other people.

★ **Effort:** Our Service Teams have partnered with our functional experts and other University departments such as Internal Audit and UCIRO to provide informal training sessions upon client request on the topics of Diversity, including: Sensitivity to Cultural, Social and Work-Life Issues, Civility and Respect, Ethics, Accountability and Conflict Resolution. We also provide one-on-one training upon request. This enhances our ability to attract and retain staff, improve employee job skills, and provide more opportunities for job satisfaction and career development.

★ **Effort:** We have an ongoing commitment to hire trainers and consultants who reflect the demographics of our customers. There are currently more men and more people of color teaching classes than ever before. Further, in using case studies and experiential exercises in classes, we make sure to use as examples people representing a variety of races, lifestyles, and cultures.

★ **Effort:** Our University Consulting Alliance has over 20 different consultants that are easily accessible to the university community. We selected consultants for the Alliance paying particular attention to the diversity of background, race, gender, thought and experiences. We made every attempt to ensure that diversity is represented throughout the Alliance. We have also been involved in Cultural Audits, assessing departmental climate and making recommendations on how to create a more comfortable, motivational place to work. We expect an increased demand for this service, as departments look to maximize resources and improve processes.

★ **Effort:** In January 2003, E-Learning was implemented. It provides low-cost, self-paced training for staff in a multitude of skills areas, allowing staff to identify areas for individual development. A policy was developed and promulgated by HR to guide managers on the permissibility of staff using E-Learning during work hours or as part of a career development plan. E-Learning has made it possible for learners of all backgrounds and working environments to take advantage of personal and professional

development. The e-Learning includes a number of courses related to diversity and “shows” diversity in all of its courses. Evaluations thus far are extremely positive; on six main measures of satisfaction and effectiveness, 91% of all learners rated e-Learning as positive or extremely positive.

B. Work, Family and Community:

The University cannot acknowledge and value differences without recognizing the realities of the life issues and challenges represented within the work environment. Human Resources expands the impact of the University’s diversity initiatives into the realm of the life issues and personal challenges of its diverse community. Through programs and services, we support those dealing with child and adult dependent care challenges, personal and relationship issues, and promote flexible work arrangements within the work culture.

★ **Effort:** We launched UW CareLink, a comprehensive employee assistance program in July of 2001. Its services include: critical incident, stress debriefing, face-to face counseling sessions, financial and legal services, supervisor orientations and on-site trainings. We have seen utilization of UW CareLink steadily increase. Data for the 2003 contract year indicate that 13.3% of employees have utilized some aspect of UW CareLink. Additionally, the Service Teams have developed an effective and proactive partnership with UW CareLink for preventing and responding to workplace violence incidents and providing critical incident debriefing.

★ **Effort:** In partnership with SEIU Local 925 and UW Work/Life, an Alternative/Flexible Work Schedule Survey was conducted in 2003 to determine the prevalence of alternate/flexible schedules among the 4,000 SEIU members employed by the University. The survey data is serving as a baseline and benchmark on this important issue. The survey revealed high prevalence of alternative and flexible work arrangements (82%). It also confirmed the importance of providing managers and staff with training and tools to assess the feasibility of alternative work arrangements and resources to help shape such assignments. This builds an inclusive and respectful work environment that can adapt to the needs of employees and the business case. UW Work/Life and the Transportation Office have collaborated to provide a training session for Managers and Supervisors on Flexible Work Arrangements in February 2004.

★ **Effort:** The Service Team model has been fully developed and implemented and has received an overwhelmingly favorable response. These teams offer consultative advice to clients regarding a multitude of employee-relations issues. This provides Departments with the opportunity to identify, anticipate, and respond to cultural and communication needs.

★ **Effort:** We have made specific efforts to support employees throughout campus in order to maximize job performance. When dealing with employee relations issues, our Human Resource Consultants ensure that interpreters are available for employees for whom English is a second language.

★ **Effort:** We have been awarded the Federal Department of Education CCAMPIS (Child Care Means Parents in School) grant for year three. The grant targets low-income student parents to assist with their childcare costs. The funding formula is tied into Pell grant awards, yet with this funding Work/Life and Student Affairs have been able to expand the existing Childcare Assistance Program for Students to serve more student parents and to include part-time graduate and undergraduate students. The most recent award of \$129,703 brings the total CCAMPIS grant funding to date to \$374,276. In the period of October 2002 through September 2003, sixty-four (64) students received substantial support with their childcare expenses.

★ **Effort:** In 2002, we opened a new on-site infant/toddler center at Radford Court. We currently operate 5 on-site childcare center facilities for University families, serving 264 children. 23% of the families receive financial support for their childcare expenses.

★ **Effort:** Our mildly-ill childcare service through Virginia Mason TLC enables employees to meet their work demands secure in the knowledge that their children are receiving highly qualified, professional care and supervision. In 2003, 212 employees used a total of 359 spaces at TLC. These employees were able to retain over 2,800 hours of their personal sick leave and the University had the benefit of their employee productivity for those 2,800 hours.

★ **Effort:** Our enhanced eldercare services are fully operational. Since 2001, over 750 employees have utilized services provided through the Eldercare Initiative. Our eldercare services are an important recruiting and retention tool. Our employees experience the University valuing them as individuals while providing them tools to work efficiently when dealing with difficult and complicated personal responsibilities.

★ **Effort:** Our Benefits office has expanded eldercare information on Long Term Care Insurance and Medicare. By expanding information available regarding Long Term Care Insurance and Medicare, we are able to address critical issues that impact UW employees across our diverse socio-economic workforce.

★ **Effort:** The online New Employee Benefits Orientation (NEBO) will roll-out in February 2004. It will create smaller orientations and greater flexibility for on-site specialized services for those departments with populations of non-native English speakers. Also, employees will be able to do the online NEBO from home with a spouse or partner participating - a more family-friendly approach to selecting and using UW benefits.

★ **Effort:** In 2004, Benefits will expand Housing Education focus to target specific groups such as UW staff with lower incomes. Focus on home-buying information and personal attention for UW employees with special needs and those who are non-English speakers. Employees using the UW's Hometown Homeloan program to purchase a home in the community will develop roots, support their personal and family goals, and have a greater incentive to become long-term employees.

★ Effort: As part of the Work/Life Education series and in collaboration with School of Education, Work/Life developed web based materials and seminars for parents of teens. We believe we are reaching more diverse families by expanding the resource material and seminars.

Human Resources Staff and Administrative Diversity:

★ Effort: Approximately 25% of our HR employees contribute to the staff and administrative diversity of the overall group. We have continued to hire and promote candidates that contribute to our diverse workforce and are reflective of the clients we serve.

★ Effort: We not only provide resources to clients who are considering requests for flexible schedules, including a website policy and sample agreements, but we also model that flex schedules can work with telecommuting, job sharing, part-time positions and flex schedule arrangements. We know that flexibility in the workplace is the number one benefit most often cited by employees. By providing this option, we greatly enhance our ability to retain and keep staff motivated.

★ Effort: In 2002, HR Managers have implemented performance evaluations that include: “relations with others”, “communication skills”, “work/life balance” and “commitment to diversity as a measure of performance.” Linking management accountability to performance review is a strong element of an inclusive work culture. We have found that incorporating a specific focus on diversity as part of the annual performance evaluation process provides us with the opportunity to evaluate diversity awareness as a specific goal for each of our staff members.

★ Effort: Our staff are encouraged to participate on Diversity related committees to represent HR and other constituent groups. Currently the Assistant Director of Health Sciences Operations is a member of the UW Diversity Council subcommittee on Staff and a Senior Human Resources Consultant is a permanent member of the HMC Minority Affairs Committee.

Developing this summary was instrumental in identifying progress as well as areas where HR can make new gains and positively impact the University. It is apparent that we must identify the elements of a systemic approach to managing diversity and develop an action plan for building skills for managing diverse teams and groups to use with our clients. In addition, we need commitment from University wide leadership embedded in organizational values and strategies. Ultimately our goal is to have every manager and every employee take responsibility for an inclusive work culture.

As we begin to develop people plans, diversity will be a key element for inclusion. Granted there is still much to do to create a campus climate that can tap the full potential of employees. Having new leadership in Human Resources that brings

creativity and energy to these issues provides an excellent opportunity to move forward on impacting real culture change.

Regional Affairs

The Office of Regional Affairs (an office of three employees) functions as liaison for the University with city and county governments, local transit authorities, neighborhood groups, and the local business community. It is also responsible for the development and on-going monitoring the Campus Master Plan, which involves soliciting frequent and regular input from the groups listed above. As such, our commitment to diversity is demonstrated primarily by our inclusiveness in providing for open discussions of issues related to our neighbors and our responsiveness to their concerns regardless of race, gender, disability, class, sexual identity/orientation, religion, age, ethnicity, culture, region/geography, and indigenous status.