A guide to the University Services

Diversity and Inclusion Plan
Princeton University is committed to recruiting and empowering talented employees from every sector of society, and to embracing multiple perspectives in our pursuit of excellence and the public good. University Services supports our core teaching and research mission in critical ways, so our entire campus community will benefit greatly from your dedication to fostering a diverse and inclusive workplace.”

—Princeton University President Christopher L. Eisgruber ’83
Dear University Services Colleagues:

We are proud and excited to present the following guide to our diversity and inclusion plan.

In 2013, under the leadership of President Christopher Eisgruber, the University launched initiatives in both academic and administrative areas to create a more inclusive and diverse environment. Chad Klaus then convened our group to develop a plan to foster a more inclusive working environment for all staff. With a division as large as University Services, we knew that this plan had to include specific goals in multiple areas for all levels of staff. Over the course of 2014 we met frequently, laughed a lot, argued occasionally and finally developed a plan which we truly believe will make University Services stronger and better.

We hope you will be excited by the goals outlined in our plan. With your support, we are confident that we can make University Services a more inclusive and diverse workplace.

Sincerely,

Your University Services Diversity Working Group

Kim E. Jackson, co-chair, Transportation & Parking Services
Mary Lou Ortiz, co-chair, Finance & Resource Administration
Lisa DePaul, Housing & Real Estate Services
Jennifer Ealy, Housing & Real Estate Services
Nicole McLean, Campus Dining
Maureen McWhirter, Finance & Technology Administration
Tommy Parker, Mail Services
Raysa Ramirez, Campus Dining
Stanley Sieminski, Campus Dining
Antonio Torrence, Finance & Technology Administration
Recruiting and the employment brand

Recruit diverse, talented and qualified staff
OBJECTIVE I
Create job descriptions that provide opportunities for a wider pool of qualified candidates

Activities and Tactics
• Review and re-examine job descriptions, removing any possible written or implied biases
• Collaborate with union officials to develop a process for reviewing union positions
• Develop policy ensuring all postings and search plans for non-union positions are reviewed by the Vice President of University Services and direct reports

Implemented in 2013

OBJECTIVE II
Work with Human Resources and Employee Resource Groups (ERG*) for support in attracting a wider applicant pool

Activities and Tactics
• Translate job postings into multiple languages
• Collaborate with Human Resources to improve veteran recruitment
• Participate in job fairs with Human Resources
• Attend ERG meetings and present job openings

* Employee Resource Groups at Princeton University (learn more at www.princeton.edu/hr/progserv/diversity/erg)

Chinese Community at Princeton
International Employee Group at Princeton
Latino Princetonians
Lesbian, Gay, Bisexual and Transgender Group (LGBT)
Network of African American Male Administrators (NAAMA)
Princetionians of Color Network (PCN)
Princeton Social Professionals (PSP)
South Asian Affinity Group (SAAG)

OBJECTIVE I CHECKLIST
⚠️ Review all vacated positions, including those covered by union contracts, for adherence to the new review policy

OBJECTIVE II CHECKLIST
⚠️ All job searches to have a finalized search plan and timetable
⚠️ Partner with Human Resources to identify professional memberships and trade organizations for sourcing
⚠️ Periodically review search processes and make adjustments, if necessary
University Services recognizes the strength of our diversity and is committed to building a more inclusive community. The staff will have an opportunity to be active participants in our employment and recruitment efforts. Please take part in becoming an ambassador of change. Exciting times are ahead of us.”
OBJECTIVE III
Establish an interview process involving a diverse committee that includes staff who will work closely with the position

Activities and Tactics
• Include search plans that outline the interview process and list the interview team
• Review position requirements with selection committee and interviewed candidates
• Hiring managers to submit a report outlining reasons for not hiring interviewed candidates

OBJECTIVE IV
Review hiring and onboarding practices

Activities and Tactics
• Create a feedback system that engages new and internally promoted University Services employees six months or more after start date
• Consider assigning University Services colleagues to meet with new hires on a bi-weekly basis
• Expand existing processes and training that are already offered by the University

OBJECTIVE III CHECKLIST

- Work with Human Resources to develop a baseline to measure recruiting efforts
- Begin to measure success of recruiting efforts against baseline
- Review measures over time and adjust recruiting efforts, as appropriate

OBJECTIVE IV CHECKLIST

- Collect and review retention data and trends
- Evaluate success of onboarding program
Managing performance and developing people internally

Improve communication between employees and managers to better create realistic performance expectations and to foster more staff development opportunities
OBJECTIVE I

Define specific attributes or factors that will be assessed during performance evaluations

Activities and Tactics
- Inform employees of job expectations and performance evaluation process
- Evaluate and recommend improvements to current assessment process
- Collaborate with Human Resources to create appropriate forms
- Conduct training for managers on employee evaluation process and encourage continuous conversations with team members

OBJECTIVE II

Create training and development opportunities and encourage staff participation

Activities and Tactics
- Discuss skills training and leadership opportunities with staff
- Set expectations for managers to create staff development plans aimed at helping employees achieve their goals
- Help staff members evaluate opportunities in other University departments when advancement opportunities are limited within their units
- Identify ways to celebrate successes

OBJECTIVE I CHECKLIST
- Formalize written performance appraisal process
- Roll out appraisal process to supervisors

OBJECTIVE II CHECKLIST
- Develop list of areas of interest for training activities
- Pilot training activities and develop communications plan for roll out
One of the most important responsibilities for managers is developing staff and helping them to unlock their potential.

STANLEY SIEMINSKI
Campus Dining
OBJECTIVE III

Develop opportunities for staff to progress within University Services or within the University

Activities and Tactics

• Create a “career goals” section within the employee evaluation form
• Develop a process to identify potential matches between career goals and open positions

OBJECTIVE III CHECKLIST

☐ Update and implement employee evaluation form
☐ Develop and implement process for staff progression
Training and competency building

Create short- and long-term training and development goals; improve client communication and responsiveness; provide more integrated teams and services; and empower employees for success
OBJECTIVE I

Create continuous training opportunities

Activities and Tactics

• Partner with Human Resources to adopt University-wide manager competencies
• Explore opportunities for apprentice and internship programs
• Develop a mentorship program

OBJECTIVE II

Establish standards of service for University Services

Activities and Tactics

• Communicate standards of service to be adopted by all University Services departments
• Create opportunities for cross-training

OBJECTIVE I CHECKLIST

 lille Begin training programs that offer opportunities for cross-training
 lille Identify opportunities for employees to work in other areas when needed

OBJECTIVE II CHECKLIST

 lille Develop standards of service and a baseline to measure
I’m excited to embrace opportunities and expand my knowledge and experience with new challenges.”

NICOLE McLEAN
Campus Dining
OBJECTIVE III

Communicate to staff about the diversity initiative and obtain feedback

Activities and Tactics
- Discuss the diversity initiative at unit level staff meetings

OBJECTIVE IV

Partner with Human Resources to develop customized training for hiring managers and staff relating to cultural competency and the potential for unconscious bias

Activities and Tactics
- Develop or identify training opportunities for hiring managers and those responsible for writing job descriptions

OBJECTIVE III CHECKLIST
- Obtain and analyze feedback
- Develop feedback into workable programs and evaluate

OBJECTIVE IV CHECKLIST
- Develop or identify training
- Communicate information about training and encourage attendance
- Set attendance benchmark
Climate and inclusive culture

Reduce silos between departments so staff may work collaboratively in support of providing high-quality customer service
OBJECTIVE I

Provide opportunities for staff to work together on meaningful cross-departmental projects

Activities and Tactics
- Organize interactive meeting(s) involving all staff, at least on an annual basis
- Conduct other meetings focusing on themes or topics that are of interest to all staff
- Identify committee opportunities for all levels of staff

OBJECTIVE II

Improve written communications that would help develop a common University Services culture

Activities and Tactics
- Create broader communications that are engaging to staff
- Use social media tools to establish an interactive online presence
- Ensure communications are provided in multiple languages

OBJECTIVE III

Develop awareness on cultural sensitivity and diversity

Activities and Tactics
- Develop training sessions that relate to working with a diverse customer population, collaborating with diverse staff and building cultural competencies
- Work with Employee Resource Groups (ERG) on best practices for engaging staff
- Communicate information about ERGs to staff

OBJECTIVE I CHECKLIST
- Hold a series of meetings involving all staff that would focus on the Diversity Working Group (DWG) recommendations, led by a non-leadership team member of the DWG or the University Services Employee Advisory Group (EAG)
- Develop framework for other meetings

OBJECTIVE II CHECKLIST
- Develop a format and timetable for a newsletter that would cover information about University Services and the staff, including features on various staff members
- Identify, recommend and implement a social media platform and governance structure

OBJECTIVE III CHECKLIST
- Develop or identify applicable training
- Communicate training information and encourage attendance
We need to share our beautiful ideas and be open to others. Creating an inclusive environment where employees feel valued, trusted and respected is the key to being part of a great organization.”

RAYSA RAMIREZ
Campus Dining
OBJECTIVE IV

**Strive for continual improvement with surveys**

Activities and Tactics
- Develop and deploy organization climate survey to all staff
- Create action plans to address survey questions with less than favorable responses

OBJECTIVE V

**Continue to strengthen relationship with Service Employees International Union (SEIU)**

Activities and Tactics
- Establish round-table discussions with SEIU officers regarding application of contract and united messaging
- Create Campus Dining-specific labor management committee meetings
- Address key standing issues with Campus Dining and union

OBJECTIVE IV CHECKLIST
- Distribute climate survey to staff
- Create action plans based on results and communicate to staff

OBJECTIVE V CHECKLIST
- Document and communicate decisions
- Include questions on survey to assess labor management relationship
Engaging leaders and establishing progress measurements

*Develop indicators that would measure the progress of the diversity and inclusion plan.*
OBJECTIVE I

Develop standardized criteria to measure diversity and inclusivity progress across University Services

Activities and Tactics

• Partner with Human Resources to review performance indicators for each department within the organization (e.g. demographic data; trainings focused on diversity, including cultural competencies; other activities included in the University Services Diversity and Inclusion Plan)

• Share data and tracking of progress with staff on a regular basis (perhaps quarterly)

OBJECTIVE II

Highlight diversity as one of the key values of University Services

Activities and Tactics

• Establish the Diversity Working Group as a standing steering committee that will coordinate diversity efforts across the organization

OBJECTIVE III

Review demographic data

Activities and Tactics

• Leadership team to review bi-annually University Services demographic data

OBJECTIVE I CHECKLIST

- Each University Services unit will develop at least one success indicator related to diversity

- Establish targets for each unit and then compare to actual progress yearly

OBJECTIVE II CHECKLIST

- Finalize standing committee membership, and meet regularly throughout the year to discuss diversity issues

- Report successes and ongoing challenges with the leadership team

OBJECTIVE III CHECKLIST

- Consult with Human Resources to determine useful data measures related to overall staff representation (hires, promotions, terminations, etc.)
As leaders we should acknowledge the reality of what has gotten us here today may not get us there tomorrow. In order for a successful journey, we need to embrace the differences within the organization and use our talents as instruments of learning, sharing and thriving together."

ANTONIO TORRENCE
Finance & Technology Administration
Co-chair, Diversity & Inclusion Advisory Liaisons for University Services (DIALUS)
Moving forward...

The development of the University Services Diversity and Inclusion Plan is just the beginning.

The *Diversity and Inclusion Advisory Liaisons for University Services* (DIALUS), a new group led by co-chairs Antonio Torrence and Kim Jackson, will continue the successful efforts of the Diversity Working Group. The group will build on our progress and ensure that University Services sustains high standards of excellence, supporting the mission and goals of Princeton University.

See where we’re going and how you can help us get there.

Read our full Diversity and Inclusion Plan online: www.princeton.edu/US-together
Have feedback? Contact us! tellus@princeton.edu