



# **HR Community Meeting October 25, 2018**

# Agenda

- **Welcome and HR2020 Update** - John Whelan 9:30 – 9:40
- **Keynote – *Strategic Internal Consulting: Being a Prophet in Your Own Land*** - Stephen Hundley, Senior Advisor to the Chancellor for Planning and Institutional Improvement; Professor of Organizational Leadership, IUPUI 9:40 – 10:40
- **Break** 10:40 – 11:00
- **Flexible Work Arrangement Discussion** - Angela Reese, Sr. Specialist, Work-Life Balance 11:00 - 11:45
- **HR2020 Update** - John Whelan, Vice President, Human Resources 11:45 -12
- **Lunch** 12:00 - 1:00
- ***The Art of Relaxation*** – Eileen Misluk, Director of Art Therapy at Herron School of Design 1:00 - 1:30



# Agenda (continued)

- **MyVoice@IU** – Success Spotlights and Interactive session 1:30 – 2:15
  - Amy Batule, Training Manager, Talent & Org Development
  - Ray Klein, HR Director, IU Southeast
  - Mikka Mabijs, HR Business Partner, IU School of Medicine
  - Kristen Steinmetz, Assistant Athletic Director
  - Sara Peterson, Director of HR, IUPUI Campus Facility Service
- **Break** 2:15 – 2:30
- **Keynote #2 *Rallying a Team around a Vision*** - Lou Nanni, Vice President for University Relations, University of Notre Dame 2:30 – 3:30
- **Adjourn** 3:30
- **Tour NCAA Hall of Champions** 3:30 - 5:00



# Keynote #1

# **Strategic Internal Consulting:** *Being a Prophet in Your Own Land*

**Stephen P. Hundley, Ph.D.**

**Senior Advisor to the Chancellor for Planning and Institutional Improvement  
Professor of Organizational Leadership**



**“Truly I tell you, no prophet is accepted in his hometown.”**



# Context for our discussion: Stephen's background

- IUPUI faculty member and administrator for 21 years
- Prior HR roles in consulting, banking, and hospitality
- Professor of Organizational Leadership
- Senior Advisor to the Chancellor
- Chair a national institute and serve as editor of a publication focused on learning and improvement
- Serve as both internal and external consultant



# Outline

- Significance of Internal Consulting
- HR Competencies for Internal Consulting
- Internal Consulting Roles and “Steps”
- Skills and Action Research Needed for Internal Consulting
- Suggestions for Making Internal Consulting Work
- Action Planning to Become a More Strategically-Oriented Internal Consultant
- Q&A, Discussion, and Wrap-up





# What is Meant by Consulting?

- “Consult” is from the Latin *consultare* meaning ‘to discuss’ is defined ‘to ask advice or opinion or to deliberate together’
- A person who is in a position to have some influence over an individual, group or organization
- When asked, agrees to use their expertise to help narrow the gap between what is known and what is needed or desired
- For a defined period of time, a consultant can lead others through problem identification allowing for decision making that creates new direction or course correction

Sources: Block, 2000; and Savage, 2014



# Significance of Internal Consulting

- Select scribe and spokesperson and as a small group, answer these questions:
  - What is meant by the term **internal consultant**?
  - What is an example of how internal consulting occurs in HR?



# Significance of Internal Consulting

- Society for Human Resource Management:
  - **Consultation:**
    - The ability to provide guidance to organizational stakeholders
- College and University Professional Association for Human Resources:
  - Building & Developing Self & Others:
    - Relationship Management: **Consulting skills**

Sources: [www.shrm.org](http://www.shrm.org) and [www.cupahr.org](http://www.cupahr.org)



# Advantages of an Internal Consulting Approach

- Internal consultant has ease of entry into the organization
- Fee structure is not an issue, as organizational resources are leveraged
- May be little conflict of interest in the work to be done, as this aligns to organizational priorities
- Internal consultant may have freedom to move across organizational lines
- Informal contracts may exist to outline the responsibilities of both consultant and client
- Ready relationships and familiarity of the system are already in place

Sources: Lacey, 1995; Savage, 2014



# Barriers to Effective HR Solutions in Organizations

- Poor coordination and teamwork between business partners and HR
- Unclear people-oriented strategy and priorities
- Ineffective senior leaders
- *Laissez-faire* management style throughout the organization
- Poor communication
- Inadequate talent and organizational development, especially for new managers/supervisors and/or troublesome units/departments/areas

Sources: Beer, 1997; and Jamrog and Overholt, 2004



# HR Competencies for Internal Consulting

- HR function has always had tension between the *administrative and transactional* and *strategic change agent* roles
- Overview of HR Competencies for Internal Consulting:
  - Credible activist
  - Operational executor and business ally
  - Talent manager/organizational designer
  - Culture/change steward
  - Strategy architect

Source: Ulrich et al., 2008



# HR Competencies for Internal Consulting

- Credible Activist
  - High performing HR professionals are credible (respected, admired, and keep commitments) and proactive (have a point of view, challenge assumptions, and take initiative)
- Operational executor and business ally
  - Effectively administer day-to-day work of managing people inside the organization, while understanding internal and external factors influencing organizational success

Source: Ulrich et al., 2008



# HR Competencies for Internal Consulting

- Talent manager/organizational designer
  - Effective developer of both individual employees and the teams and organizations they support
- Cultural/change steward
  - High HR performers understand, respect, and evolve the organization through improvements in HR systems and processes

Source: Ulrich et al., 2008





# HR Competencies for Internal Consulting

- Strategy architect
  - Effective business partners in building winning strategies, by linking people and organizational practices to competitive requirements

Source: Ulrich et al., 2008



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Source: Ulrich et al., 2008



# Internal Consulting Roles

- Process-oriented roles
  - Those that engage the client in matters of fact-finding, information exchange, or change
- Expert-oriented roles
  - Those roles that offer collaboration, expertise, or advice
- Blending of roles
  - Most internal consulting engagements require process- and expert-oriented roles

Sources: Block, 2000; Lippett and Lippett, 1986; Savage, 2014; and Schein, 1987



# Internal Consulting Roles

- Change agent
- Coach
- Facilitator
- Pair of hands
- Educator
- Information specialist
- Collaborator
- Expert and advisor

Sources: Block, 2000; Lippett and Lippett, 1986; Savage, 2014; and Schein, 1987



# “Steps” in Internal Consulting

- Overview of the typical “steps” in the internal consulting model:
  - Contracting
  - Collecting data and diagnosing
  - Intervening and implementing
  - Evaluating

Sources: Block, 2000; Savage, 2014; and Schein, 1987



# “Steps” in Internal Consulting

- Contracting
  - Clarify role(s), determine expectations, identify scope, and outline responsibilities, timelines, and project plans
- Implications for HR internal consulting
  - Relationships and status are known; familiarity with culture/norms/jargon may be understood; past ‘agreements’ and experiences likely exist; access to people and information may be easy

Sources: Block, 2000; Savage, 2014



# “Steps” in Internal Consulting

- Data collection and diagnosis
  - Meetings, interviews, review of documents/policies/procedures, benchmarking or best practice identification, and identifying root causes/opportunities/next steps
- Implications for HR internal consulting
  - Recognition of existing relationships, status, levels of trust; respondent truthfulness in providing information; political nature of topic/project; and ability to be viewed with credibility, especially in difficult circumstances

Sources: Block, 2000; Savage, 2014



# “Steps” in Internal Consulting”

- Intervening and implementing
  - Develop solutions/recommendations satisfactory to the client; implement through communication, learning systems, changes to policies/procedures, or personal interactions; and focusing on change management processes
- Implications for HR internal consulting
  - Insist on valid information and involvement of all parties; garner support for implantation and changes that result from process; and manage political dynamics

Sources: Block, 2000; Savage, 2014





# “Steps” in Internal Consulting

- Evaluating
  - Review outcomes, determine if client needs were satisfied, identify lessons learned from consulting process, and engage in ongoing contracting for other projects
- Implications for HR internal consulting
  - Connect the particular project to other strategic priorities; determine the scalability/sustainability of work; and prepare for future engagements with client

Sources: Block, 2000; Savage, 2014



# Skills Needed by Internal Consultants

- Relationship building
- Maintaining a long-term perspective
- Active listening
- Self knowledge/self-awareness
- Contracting
- Diagnosis
- Tolerance of ambiguity
- Facilitating change

Source: Kenton and Moody, 2003



# Action Research Useful for Internal Consultants

- Surveys
- Interviews
- Focus groups
- Observations
- Benchmarking
- Best/promising practice identification
- Content review/analysis

Sources: Block, 2000; Lippett and Lippett, 1986; and Savage, 2014



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Source: Kenton and Moody, 2003



# Suggestions for Making Internal Consulting Work

- Identify the ultimate client during a request for help or assistance
- Manage inherent tensions of multiple stakeholders during the engagement: the person requesting assistance, that person's supervisor, that person's employees, and the internal consultant's boss
- Gain access to management, people, resources, and information to work effectively
- Challenge assumptions and take initiative to suggest alternatives to work, structures, policies/procedures, processes, and strategies of the client

Sources: Lacey, 1995; Savage, 2014



# Suggestions for Making Internal Consulting Work

- Clarify the aims/purpose of the internal consulting endeavor
- Foster support for the issue
- Establish roles of who does what
- Collaboratively build knowledge and skills around the issue
- Be prepared to act as both “expert” and “collaborator”
- Know the scope limits and when the “contract” needs to be revisited
- Pay attention to politically sensitive matters

Source: Kenton and Moody, 2003



# Competing and Coexisting Tensions to Embrace

- Strategic vs. Tactical
- Short-term vs. Long-term
- Optimal vs. Satisficing
- Client-centered vs. Consultant-provided / -directed
- Relationship vs. Transactional
- Concern for people vs. Concern for productivity

Sources: Lippett and Lippett, 1986; and Savage, 2014



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Sources: Lippett and Lippett, 1986; and Savage, 2014





# Action Planning for Internal Consulting

- What is an example of how an internal consulting approach could enhance my work as an HR professional?
- What are the strengths/opportunities to leverage for this approach to be successful?
- What are the weaknesses/barriers to address for this approach to be successful?
- What do I need to start doing, stop doing, continue doing, or consider doing?
- What are my immediate next steps?



# Q&A / Discussion / Wrap-up and Adjournment

- Q&A
- Discussion
- Wrap-up and Adjournment
- Contact information:
  - [shundley@iupui.edu](mailto:shundley@iupui.edu)
  - 317-274-2876 (office)
  - 317-847-8383 (mobile)



# References

- Beer, M. (1997). *The transformation of the human resource function: Resolving the tension between a traditional administrative and a new strategic role*. Human Resource Management. John Wiley & Sons, Inc.
- Block, P. (2000). *Flawless consulting* (2<sup>nd</sup> ed.). Austin, TX: Learning Concepts.
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- Schein, E. H. (1987). *Process consultation: Lessons for managers and consultants*. Vol. 2. Reading, MA: Addison-Wesley
- Ulrich, D., Brockbank, W., Johnson, D., Sandholtz, K., and Younger, J. (2008). *HR Competencies: Mastery at the intersection of people and business*. SHRM: Arlington.



# **Strategic Internal Consulting:** *Being a Prophet in Your Own Land*

**Stephen P. Hundley, Ph.D.**

**Senior Advisor to the Chancellor for Planning and Institutional Improvement  
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**Break**

# IU Work + *Life*

Angela L. Reese, MSW  
Work + Life Consultant

- What is work + life?
- IU Work + *Life*
- Areas of oversight and promotion
- Alternative/Flexible Schedule
- Discussion



# Work + *Life*

Work-life is the practice of providing initiatives designed to create a more flexible and supportive work environment.



# Work + *Life*

Includes:

- Making the work culture more supportive,
- Adding programs to meet life event needs,
- Ensuring policies give employees as much control as possible over their lives, and
- Using flexible work practices as a strategy to meet the needs of both business and employees.

Work & Family Connection. (n.d.)



# Work + *Life*

Indiana University is committed to a workplace culture appreciative of employees' diverse and changing needs.





## Work + *Life* Consultant

- Provide IU employees with tools and programming that will
  - **Heighten awareness** of available IU and community resources to assist with life events and enrich quality of life.
  - **Support** in navigating where work + life begin to integrate in order to maintain work + life synergy.

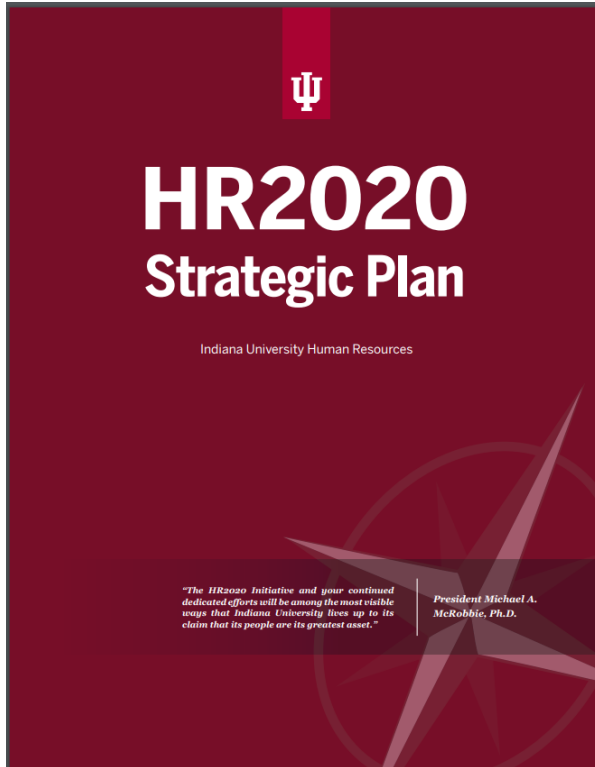
# IU Work + *Life*

## Oversight and Promotion

Connecting employees to IU and community resources and offering supportive programming.



- **Eldercare and Caregivers; Child & Parenting**
  - Care.com – source for finding and hiring pre-screened caregivers and care companies
- **Employee Assistance Program**
  - Mental and behavioral health
- **Breastfeeding Support**
  - Lactation accommodations and benefits
- **Alternative Work Schedules**
  - Liaison between departments and various university governing units
  - Assist with departmental implementation and overcoming roadblocks
  - Supervisor and employee training



## Strategic Priority

### Increasing Employee Engagement

**Mission:** Hiring, retaining, **engaging**, and **inspiring** people to excellence.

The right resources will be available to support the needs of employees.



# Generations in the Workforce: Flexibility Needs

- Baby Boomers - 41 million
  - Flexibility assists with managing their own health or caring for an aging parent.<sup>1</sup>
- Generation Xers -53 million
  - Flexibility helps them manage work with the demands of growing families.<sup>1</sup>
- Millennials – 56 million working or looking for work
  - Family, friends and making a difference in their community is more central. Expect employers to provide flexibility that gives them the option to work remotely.

1. TIAA-CREF. (n.d.)

# Typical Flexible Work Schedules

- **Customized Schedule**
  - Start between (6 a.m. – 9 a.m.).
- **Mealtime Flex**
  - Employees take their lunch break whenever is most beneficial for them to accommodate appointments.
- **Compressed Work Week**
  - Four, ten-hour days or four, nine hour days and one four-hour day.
- **Part-time**
  - Any FTE below 75% (btwn 50%-74%).
- **Job Sharing**
  - Two staff members share the responsibilities of one full-time position.
- **Telecommuting/Remote Working**
  - Completing work away from the office (i.e. from home, shared office space other than on campus, etc.).

# Flexible Work Schedule Discussion

## Alternative Work Schedules

- Liaison between departments and various university governing units.
- Assist with departmental implementation and overcoming roadblocks.
- Supervisor and employee training.

## Purpose: To find out

- How can I serve and support you?



## Flexible Work Arrangement Discussion

1. Which flexible work option(s) are in the highest demand?
2. What are the barriers to implementing the highest demanded options?
3. What have you done in the past to overcome these barriers?  
Any solutions or recommendations?
4. Which flexible work option(s) do you think will be the most impactful? Why?
5. What are the barriers to implementing the options that are the most impactful?
6. What have you done in the past to overcome these barriers?  
Any solutions or recommendations?
7. What do you need to make implementing flexible work schedules more seamless?

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# HR2020 Strategic Initiatives

## Building a Collaborative HR Community



We will establish ways to further build an HR Community that is **highly skilled, relationship-driven, and consistent.**

## Customer Service & Process Efficiency



We will evaluate and redesign HR services to achieve **easy access for employees and transparent communication.**

## Increasing Employee Engagement



We will build an environment of **employee engagement, empowerment, and improvement** where employees feel valued and appreciated.



# HR2020 Projects



## Building a Collaborative HR Community

- HR Community Meetings
- Delivery Model for HR
- Reorganization
- HR Professional Development



## Customer Service & Process Efficiency

- askHR Customer Care Center
- Talent Acquisition Rapid Redesign
- Job Framework Redesign

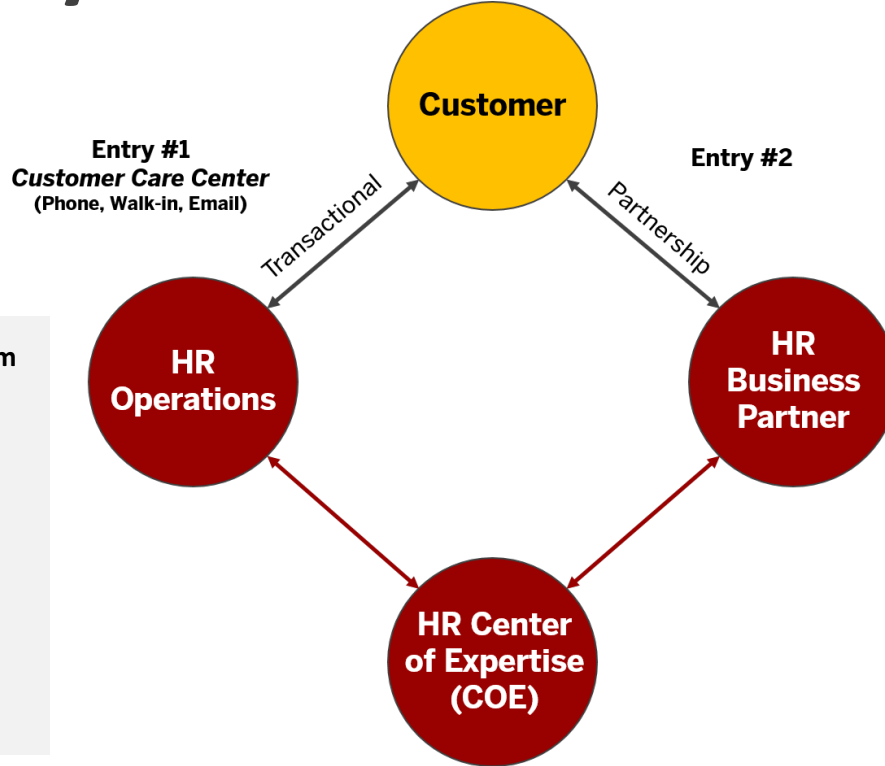


## Increasing Employee Engagement

- Gallup Engagement Survey
- Diversity, Equity and Inclusion
- New Employee Orientation
- Manager Development



# HR Delivery Model



## HR Customer Care - Tiered system

- 0 - self-service
- 1 - single interaction
- 2 - routine, more than one interaction
- 3 - deeper interaction, send to COE

## Goals

- Process efficiency
- Quick response
- HR customer service experts
- 80/20: answered/passed to COE
- Ticketing, auto call distribution

## HR Business Partners include

- Regional campus HR offices
- Department HR Reps

## They will

- Embed in departments/campuses
- Know the culture
- Handle employee relations
- Identify issues – won't solve all problems
- Operate consistently with others



# Lunch Break

## 12:00-1:00



INDIANA UNIVERSITY

**HUMAN RESOURCES**

# *The Art of Relaxation*

Eileen Misluk, Director of Art Therapy at  
Herron School of Design



INDIANA UNIVERSITY

**HUMAN RESOURCES**



# My Voice @ IU: Engagement



# Action Plans!

335



# Engagement: Keep the Momentum

1. My Voice Website: [hr.iu.edu/myvoice](http://hr.iu.edu/myvoice)
2. Question Cohorts
3. THANK YOU!





**IU Southeast**



**INDIANA UNIVERSITY  
SOUTHEAST**

Presented by: Ray Klein

# IUSE- Facility Operations

## Q1: I know what is expected of me at work.

- Continue the strength of clear expectations. (Q1)
- Action Plan: Introduce a new program of employee inspections. Staff will do walk-through visual inspections of areas outside of their own new set of eyes to uncover potential issues on the campus.
- Employees will see areas other than their own and develop a new way of looking for improvements. Staff will be coaching each other.



# IUSE- Administrative Affairs

**Q9: My associates or fellow employees are committed to doing quality work.**

*Inside the Magic Kingdom:*

Disney's keys to success.

Related topics include:

- Little Things: Big Difference
- Employee Selection
- Internal Partnerships
- Customer Retention
- Passion for what we do!

Department heads report to each other at monthly administrative affairs meetings what successes we've had and what we are learning as we go.

Ongoing discussion and awareness of improving customer service leads to each of us doing a better job, which leads to higher engagement.





- Everyone wants to be heard.
- Different perspectives matter.
- What is not a big deal to me might be a real big deal to you!
- We're in this together.
- More than one of us can be right.

Understanding the above leads to engagement.



INDIANA UNIVERSITY

**HUMAN RESOURCES**



My **voice**@IU

Employee Engagement Survey

# IU School of Medicine: Dean's Office Administrative Services

Presented by: Mikka Mabi

# General Information:

- 39 respondents out of approximately 60 employees
- Departments encompass support departments of Financial Services, Business Intelligence/Process Improvement, Research Administration, Educational Operations and Human Resources
- Leader: Exec Associate Dean, Finance & Operations





# Tackling Communication & Input:

- How do we get 60 people all together to share Gallup results, have discussion and encourage input so leaders can determine action items?

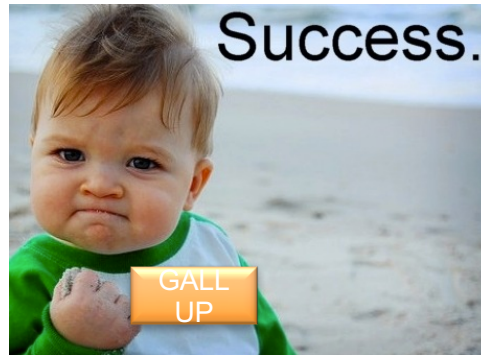


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# Session Success!

- Leadership commitment to devote the time
- Quick overview of Gallup concepts & results to the department
- Discussion groups assigned for cross department dialogue
- Discussion sheets on assigned strengths & opportunities
- Table lead/scribe to capture input ideas from the groups
- Leadership team discussion & commitment on actions



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# Engagement Hierarchy



Q12. This last year, I have had opportunities at work to learn and grow.

Q11. In the last six months, someone at work has talked to me about my progress.

Q10. I have a best friend at work.

Q09. My associates or fellow employees are committed to doing quality work.

Q08. The mission or purpose of my company makes me feel my job is important.

Q07. At work, my opinions seem to count.

Q06. There is someone at work who encourages my development.

Q05. My supervisor, or someone at work, seems to care about me as a person.

Q04. In the last seven days, I have received recognition or praise for doing good work.

Q03. At work, I have the opportunity to do what I do best every day.

Q02. I have the materials and equipment I need to do my work right.

Q01. I know what is expected of me at work.



# Action Plan:

- Strength: Q08 The mission or purpose of my company makes me feel my job is important.
- Opportunity: Q06 There is someone at work who encourages my development.

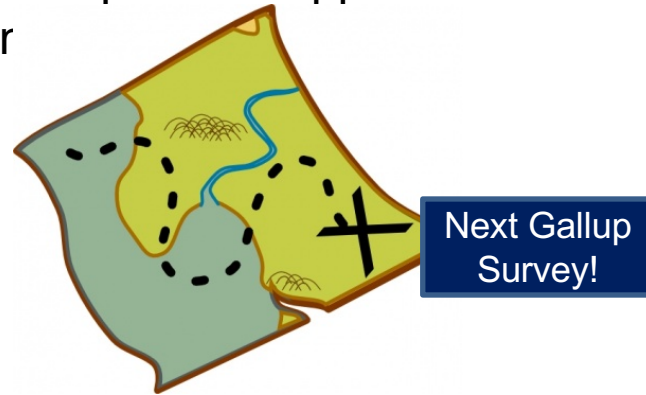
**Action:** Create and implement a communication plan that focuses on more frequent leadership updates (face to face & email) to incorporate opportunities for developmental sessions/speakers as well as employee discussions and involvement.

**Impact:** Employees will understand how their roles are connected to the school mission as well as have opportunities for learning as part of development.



# Progress Update:

- Quarterly all employee meetings with business updates and guest speakers aimed at informing/educating staff on other areas within the school (Surprise visit from the Dean!)
- Monthly EAD emails on any hot topics that may be important “connection” information
- More discussion and offerings on developmental opportunities to meet the interest and needs of the departr





# IUPUI: Campus Facility Services



Presented by: Sara Peterson

# IUPUI Campus Facility Services

## MyVoice@IU Gallup Impact Plans

### 11 Actions Plans!

Common IU22 Items:

- 1- Know What's Expected
- 4- Recognition

Spotlight on:

Q4 Recognition-  
Building Operations

| Item Impacted                        | Created By            | Action Item Title                   | Action Type |
|--------------------------------------|-----------------------|-------------------------------------|-------------|
| Q.01: Know what's expected           | Peterson, Sara Elaine | Building Operations Q1: Impact Plan | Strength    |
| Q.09: Employees committed to quality | Peterson, Sara Elaine | Call Center Q9: Impact PLAN         | Opportunity |
| Q.01: Know what's expected           | Peterson, Sara Elaine | Utilities Q1: Impact Plan           | Strength    |
| Q.01: Know what's expected           | Peterson, Sara Elaine | CFS-HR Q1: Impact Plan              | Strength    |
| Q.04: Recognition                    | Peterson, Sara Elaine | Building Operations Q4: Impact Plan | Opportunity |
| Q.01: Know what's expected           | Peterson, Sara Elaine | ENG & CM & GIS Q1: Impact Plan      | Strength    |
| Q.06: Development                    | Peterson, Sara Elaine | Business Office Q6: Impact Plan     | Opportunity |
| Q.02: Have materials and equipment   | Peterson, Sara Elaine | Procurement Q2: Impact Plan         | Opportunity |
| Q.04: Recognition                    | Peterson, Sara Elaine | Procurement Q4: Impact Plan         | Opportunity |
| Q.02: Have materials and equipment   | Peterson, Sara Elaine | Warehouse Q2: Impact Plan           | Opportunity |
| Q.04: Recognition                    | Peterson, Sara Elaine | Parking Q4: Impact Plan             | Opportunity |



# Collecting Employee Feedback

- CFS supervisors shared Gallup results in-person with employees
- Collaborated on prioritized IU22 questions to focus on, rather than dictate focus.
- Gathered **employee feedback** on **priority areas** →

| Question # | Responses  | # of Times Mentioned |
|------------|--|----------------------|
| 4          | Respect/praise from customers/students: Give recognition of work well done   | 16                   |
| 4          | Encourage teamwork between ourselves with positive reinforcement or simply SM-to-SM encouragement / Compliment box | 11                   |
| 4          | Recognition from boss and talking to boss  | 10                   |
| 1          | Do your job  | 9                    |
| 1          | Come in on time and when scheduled   | 8                    |
| 4          | More pay/bonus (incentive - pay, time off, food voucher, free parking, etc.)                                       | 8                    |
| 4          | Praise from upper management   | 8                    |
| 1          | More communication   | 7                    |
| 1          | Review job descriptions periodically/make accessible to employees  | 7                    |





<https://cfs.iupui.edu/>

# CFS @ IUPUI

*serving the campus community and caring for the physical environment*

## Need help?

📞 317-278-1900

✉️ [callcfs@iupui.edu](mailto:callcfs@iupui.edu)

📄 Submit a request



## Have a compliment for one of our staff members?

If you are not sure of the employee's name, describe the building or area involved. We will contact you to help determine the employee's identity and ensure they are properly recognized.

Recognize a CFS Employee



# Continuing Plans for Q4- Bldg. Operations

How to continually market & refine CFS Compliment Form

- Email signatures
- Call Center surveys
- Door Hangers
- Bldg. Coordinators

Utilize **CFS-Everyone** listserv more effectively

- *Old* model- saved for compliance & very broad announcements; info trickled down thru supervisor
- **New** model- AVC weekly quote, bereavement, spirit days & sharing important updates w. all
- More Brainstorming to Come!

Problem Reported/Service Requested: \_\_\_\_\_  
Date: \_\_\_/\_\_\_/\_\_\_ Time: \_\_\_:\_\_\_  
Status: \_\_\_\_\_  
Completed: Date: \_\_\_/\_\_\_/\_\_\_  
Time: \_\_\_:\_\_\_  
Not complete \_\_\_\_\_  
Expected completion date: \_\_\_/\_\_\_/\_\_\_  
Action Taken: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
W Or \_\_\_\_\_  
Thank you for contacting  
Campus Facility Services  
Service Performed by: \_\_\_\_\_  
Report all facility issues to 278-1900  
Visit the CFS website at:  
[www.cfs.iupui.edu](http://www.cfs.iupui.edu)



# Small steps can make a difference...

- ...but we know not everyone prefers recognition via a Compliment Form.
- How do we continue to build a “culture of appreciation?”

## CFS Employee Recognition

Your name:

Your Email Address:

CFS Employee you wish to recognize:

### What did our employee do to help?

Mr. Plawecki recognize & acknowledge Building Services Staff by simply INCLUDING us in Weekly Quotes. We can be out & about he greets us & know our names even though we are many. I have been employed here over 26 years & Building Services has always been excluded from University matters widespread. Matters involving communications about fellow employees advancing, bereaving etc. we may be least paid but we are essential. So Thanks Mr. Plawecki for the motivational quotes. We appreciate the encouragement.





# Department of Intercollegiate Athletics

Presented by: Kristen Steinmetz

# Action Plan for Change

**Q11: In the last six months, someone at work has talked to me about my progress**

- Engagement Opportunities
- Supervisor Leadership Training
- Staff Recognition



SECTION TITLE GOES HERE IF NECESSARY

# Engagement Opportunities

- One Team Advisory Board
- Town Hall Meetings
- Athletics NOW (Network of Women)



SECTION TITLE GOES HERE IF NECESSARY

# One Team Advisory Board

- Approximately 20 staff members
- Monthly Meetings
- Create Engagement Initiatives
- Sub-Committees for specific initiatives



SECTION TITLE GOES HERE IF NECESSARY

# Town Hall Meetings

- All staff gatherings for networking and communication
- Spotlight student athlete, coach, staff, etc.
- Q & A with Vice President and Director of Athletics





# Athletics Network of Women

- Guest speakers
- Professional Development
- Empower and connect women



# Table Discussion

**What's working?  
Success?**



**What's not working?  
Stuck?**





**Break**



# Keynote #2

# ***Rallying a Team around a Vision***

Lou Nanni, Vice President for  
University Relations, University of  
Notre Dame



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# ***Rallying a Team around a Vision***

Lou Nanni, Vice President for University  
Relations, University of Notre Dame



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# *Save the Date for the next HR Community Meeting*

April 25, 2019, Alumni Hall, IMU – Bloomington

## *Keynote Speakers*



Lemuel Watson,  
Dean, IU School of Education



Steve Browne  
Vice President of Human Resources for  
LaRosa's, Inc



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