

## 2012 Academic Affairs Climate Survey Follow-Ups (updated November, 2016)

Recommendation	Status	Completion Date or Next Steps
<b>Climate Survey Engagement Recommendations</b>		
<p>1. All employees within the Division of Academic Affairs should be given the opportunity to engage in a review of and response to issues identified in the climate survey. A meeting that reviews the results of the survey and invites discussion about next steps, potential interventions and ways to reward outstanding efforts is recommended.</p>	<p>1. Survey was shared with all division staff via e-mail and posted on the AACDC website 2. Presentation and discussion sessions were held October 28 and 29, 2013</p>	<p><b>Completed -- October 29, 2013</b></p>
<p>2. Survey data for item 8 indicates that there are inappropriate comments being experienced or observed in the workplace. The data does not delineate whether any action is being taken when such behaviors occur; nor are the originators or locations known. To provide clarity, future surveys should request information on these points similar to the comment section of survey item 12. As an interim response, all division staff should be empowered to address such situations by providing them with additional information about existing reporting mechanisms and training options (e.g., Difficult Dialogues, Community of Respect, professional development workshops, mediation, etc.) that will help staff members feel more comfortable intervening in or reporting inappropriate behaviors.</p>	<p>1. Investigation about where best to direct colleagues resulted in the identification of an EOD website with a variety of links. 2. Shared information in a Division Level e-mail sent April 7, 2014 as an opportunity for development in discussions with supervisors as part of the employee review process that will end May 31, 2014. 3. Clarification elements were added to the 2014 Climate Survey 4. Information was shared at the Supervisor meeting June 12 and July 29, 2014, to ensure supervisors are aware of this issue.</p>	<p><b>Completed July 29, 2014</b></p>
<p>3. Division supervisors, who have a primary responsibility to foster a welcoming environment, should be required to attend a community-building program that discusses the survey findings and reaffirms their roles as members of the leadership team who are responsible for establishing and maintaining a climate that</p>	<p>1. Supervisor planning meetings were held with key supervisors in the Division in Spring 2014. These supervisors helped to shape the</p>	<p><b>Completed July 29, 2014</b></p>

<p>supports all Division of Academic Affairs staff members. This program should encourage open discussion about concerns and questions supervisors may have in relation to climate and diversity issues as well as intervention strategies that other supervisors have used successfully. Part of the purpose of the gathering should be to educate supervisors about available resources and to ask them to identify gaps in existing resources that would help them address issues expeditiously when they arise.</p>	<p>Leadership Growing Program held June 12 and July 29, 2014.</p> <ol style="list-style-type: none"> <li>2. Leadership Growing Program was held June 12 and July 29. 174 supervisors were invited to attend; 66 attended the first program and 44 attended the second one.</li> <li>3. A supervisor survey was created and implemented related to hiring and recruiting practices. Results were shared with supervisors at the Leadership Growing Program on June 12 and July 29.</li> </ol>	
<p>4. Although many Division of Academic Affairs staff members are comfortable talking about diversity and equity issues with their co-workers and supervisors, there are many others who are not as comfortable. To ensure that staff have a way to report concerns that they would not otherwise report to a supervisor or co-worker, the Division of Academic Affairs should ensure that existing mechanisms for reporting concerns or seeking assistance are clearly identified and advertised to employees in the Division of Academic Affairs.</p>	<ol style="list-style-type: none"> <li>1. Shared information in a Division Level e-mail sent April 7, 2014</li> <li>2. Information was shared at the Leadership Growing Program (supervisors) meeting June 12 and July 29, 2014, to ensure supervisors are aware of this issue.</li> </ol>	<p><b>Completed July 29, 2014</b></p>
<p>5. A slightly higher percentage of those who identify as members of historically underrepresented groups perceive the climate to be worsening as compared to those who are not members of these groups. This perception could be harmful to recruitment and retention of employees who are members of historically underrepresented groups. To better inform interventions to address this issue, it is recommended that focus groups be engaged.</p>	<ol style="list-style-type: none"> <li>1. Permission to pay facilitator to conduct focus groups obtained and facilitators identified in January 2014.</li> <li>2. Focus Groups convened in March 2014</li> <li>3. Reports were provided in May 2014</li> <li>4. Themes from all three focus groups were compiled</li> <li>5. Information was shared at the Leadership Growing Program</li> </ol>	<p><b>Completed October 2014</b></p>

	(supervisors) meeting June 12 and July 29, 2014 6. Report with common themes has been sent to Provost's Leadership Team.	
6. Many employees in the Division of Academic Affairs find the environment stressful. Although data seem to confirm conventional wisdom in attributing some of this to the changes in the Division of Academic Affairs' organizational structure and reductions in force, data from the survey identify other causes of stress, including a less than welcoming climate. Unfortunately, it is not clear what specific interventions may best reduce the stress colleagues are experiencing, particularly given realities of the fiscal environment that exists. To better inform interventions to address this issue, it is recommended that focus groups be engaged.	1. Permission to pay facilitator to conduct focus groups obtained and facilitators identified in January 2014. 2. Focus Groups convened in March 2014 3. Reports were provided in May 2014 4. Themes from all three focus groups were compiled 5. Information was shared at the Leadership Growing Program (supervisors) meeting June 12 and July 29, 2014. 6. Report with common themes has been sent to Provost's Leadership Team.	<b>Completed October 2014</b>
7. Because there was no comment segment for the survey item related to minimizing characteristics of one's identity, it is difficult to determine what the results mean. Therefore, for this survey cycle, it would be helpful to conduct focus groups to gain further insight into this finding, if the administration wants to explore this finding in more detail. In future iterations of the survey, a comment section should be added.	1. Permission to pay facilitator to conduct focus groups obtained and facilitators identified in January 2014. 2. Focus Groups convened in March 2014 3. Reports were provided in May 2014 4. Themes from all three focus groups were compiled 5. Information from focus groups was shared at the Leadership Growing Program (supervisors) meeting June 12 and July 29, 2014	<b>Completed October 2014</b>

	<ul style="list-style-type: none"> <li>6. Convening standing subcommittee for surveys has incorporated the comment section into the 2014 iteration of the Climate Survey.</li> <li>7. Report with common themes has been sent to Provost's Leadership Team.</li> </ul>	
<p>8. Based on peer benchmarking data for the Division of Academic Affairs, it is recommended that AACDC create a subcommittee to explore the past year's hiring and retention practices across the division. This should engage Academic Affairs Business Services Human Resources (AABS HR) and a broader group of division supervisors to identify best practices and provide hiring supervisors with recommendations that would assist them in diversifying applicant pools and retaining diverse employees.</p>	<ul style="list-style-type: none"> <li>1. Three short term subcommittees convened in Fall 2013 to review hiring files, and a report has been created with recommendations</li> <li>2. Report was shared with supervisors at the Leadership Growing Program June 30 and July 29 2014.</li> <li>3. Supervisor survey created and implemented for issues not available by review of hiring files. Results shared at Leadership Growing Program June 30 and July 29, 2014</li> <li>4. Standing subcommittee on recruitment and retention created and convened in April 2013</li> </ul>	<b>Completed July 29, 2014</b>
<b>Survey Related</b>		
<p>9. Because of the complexity of conducting and analyzing a division-level climate survey, and because of the importance of having sufficient time to implement interventions before re-surveying the population, the Division of Academic Affairs climate survey should be conducted on a three-year cycle: Year 1—conduct and analyze survey results; Year 2—develop and implement interventions based on survey recommendations; Year 3—allow interventions to take hold.</p>	<p>Standing subcommittee for climate surveys has been convened as of 2014 and this cycle has been established. The next survey will be conducted Fall 2014 (note Division was behind in conducting the first one in late Spring 2012. It should have been conducted in Fall 2011.)</p>	<b>Completed Spring 2014</b>

<p>10. Having a staff member from Data and Research Services assigned to the AACDC to facilitate quantitative data analysis was critical for the completion of the data analysis. Such professional administrative support for the qualitative data segments would also be helpful in future iterations of the survey.</p>	<p>The standing subcommittee for climate surveys has been convened as of Spring 2014 and a DARS staff member is on it. Staff member from the Diversity Office has experience with qualitative analysis and will facilitate this for the next survey iteration.</p>	<p><b>Completed September 2014</b></p>
<p>11. Because of the difference in the responses between those who identified themselves as members of historically underrepresented groups and those who did not, future iterations of the survey should allow respondents the option of identifying the type(s) of historically underrepresented group to which they belong.</p>	<p>Convening standing subcommittee for surveys has incorporated this into the 2014 iteration of the Climate Survey.</p>	<p><b>Completed June 2014</b></p>
<p>12. The survey did not request information about age. Consider adding an item about age to the demographic segment of the survey.</p>	<p>Convening standing subcommittee for surveys has incorporated this into the 2014 iteration of the Climate Survey.</p>	<p><b>Completed June 2014</b></p>
<p>13. Because of the wide range of responses received in relation to the survey item about religion or spiritual belief, future iterations of the survey should reconsider the wording of this item. Benchmarking other survey items that successfully obtain this type of data is advised.</p>	<p>Convening standing subcommittee for surveys has incorporated this into the 2014 iteration of the Climate Survey.</p>	<p><b>Completed June 2014</b></p>
<p><b>Brown Bag Presentation Recommendations (from meetings held Oct. 28 and 29)</b></p>	<p><b>(see separate list for detailed recommendations)</b></p>	
<p>Supervisor/leader actions (24 separate recommendations)</p>	<p>Information was shared at the Leadership Growing Program (supervisors) meeting June 12 and July 29, 2014, to ensure supervisors are aware of these recommendations. Further, supervisors were challenged to identify ways they could respond within</p>	<p><b>Completed July 29, 2014</b></p>

	their offices or make recommendations for the division or the unit.	
Employee actions (1 recommendation – employees can sign a statement or endorsement of the climate – “I take personal responsibility for . . . “)	Information was shared at the Leadership Growing Program (supervisors) meeting June 12 and July 29, 2014, to ensure supervisors are aware of this issue. Further, supervisors were challenged to identify ways they could respond within their offices or make recommendations for the division or the unit.	<b>Completed July 29, 2014</b>
Actions for everyone (8 recommendations)	Information was shared at the Leadership Growing Program (supervisors) meeting June 12 and July 29, 2014, to ensure supervisors are aware of this issue. Further, supervisors were challenged to identify ways they could respond within their offices or make recommendations for the division or the unit.	<b>Completed July 29, 2014</b>
AACDC Actions (4 recommendations – summarized below)		
<ul style="list-style-type: none"> <li>Share information about Stop Hate website</li> </ul>	<ol style="list-style-type: none"> <li>Shared information about “Stop Hate” website in a Division Level e-mail sent April 7, 2014</li> <li>The same information went out on AABS supervisor listserv in April 2014</li> </ol>	<b>Completed April 2014</b>
<ul style="list-style-type: none"> <li>Increase awareness of HR resources for handling incidents, 360 evaluations</li> </ul>	<ol style="list-style-type: none"> <li>AABS is aware of this need (reemphasized in Leadership Growing Programs) and has used their listserv to share information.</li> </ol>	<b>Completed July 2014</b>
<ul style="list-style-type: none"> <li>HR liaisons could increase awareness about existing HR resources</li> </ul>	<ol style="list-style-type: none"> <li>AABS is aware of this need (reemphasized in Leadership</li> </ol>	<b>Completed July 2014</b>

	Growing Programs) and has used their listserv to share information.	
<ul style="list-style-type: none"> <li>Emphasize anonymity of the processes in place [for addressing employee complaints]</li> </ul>	<ol style="list-style-type: none"> <li>Accomplished with the e-mails that were sent out in April 2014</li> </ol>	<b>Completed April 2014</b>
<b>Focus Group Recommendations</b>		
See separate reports on each of these for details of all recommendations – available on AACDC website. Each group weighted its recommendations, and so there are a total of 15 recommendations that make the “top 5” list of the three groups.	<ol style="list-style-type: none"> <li>AACDC reviewed this information and identified common themes from these and from all the group gatherings related to climate.</li> <li>A report with recommended actions has been submitted to the Provost’s Leadership Team.</li> </ol>	<b>Completed October 13, 2014</b>
<ul style="list-style-type: none"> <li>Focus Group Reports will be shared broadly</li> </ul>	<ol style="list-style-type: none"> <li>Information was shared at the Leadership Growing Program (supervisors) meeting June 12 and July 29, 2014, to ensure supervisors are aware of this issue. Further, supervisors were challenged to identify ways they could respond within their offices or make recommendations for the division or the unit.</li> <li>Focus group reports are available on the AACDC website</li> <li>Focus group reports were shared with the Provost’s Leadership Team.</li> </ol>	<b>Completed May 2014</b>
<ul style="list-style-type: none"> <li>Concern was raised by all three of the focus groups about “at will” employment language in offer letters. In two focus groups, it rose to the level of being among their top 5 issues.</li> </ul>	<ol style="list-style-type: none"> <li>Questions about “at will employment” language were sent by AACDC in June 2014 to the Director of Human Resources</li> </ol>	<b>Completed March 2015</b>

	<ol style="list-style-type: none"> <li>2. Received a draft in October 2014 of new language. Sent suggestions and are awaiting responses.</li> <li>3. HR sent out a new version of the letter which was distributed to Focus Groups and through AABS supervisor listserv</li> </ol>	
<ul style="list-style-type: none"> <li>• Training and development opportunities for supervisors and/or staff members were among the top five recommendations for all three focus groups</li> </ul>	<ol style="list-style-type: none"> <li>1. AACDC recommended to the Provost that funding be set aside for mini-grants for staff development and programming. This was approved.</li> <li>2. AACDC has formed a subcommittee to award \$35,000 in mini-grants during 2014-2015</li> <li>3. Committee created a process and announced the competition.</li> <li>4. First awards were made in March 2015</li> </ol>	<b>Completed</b> , awards made in Spring and Fall 2015 and new round starting in Spring 2016
<b>Common Theme recommendations from Supervisor Meetings, Focus Groups, and Brown Bag Luncheons</b>	<b>Presented to leadership in October 2014 and approved for implementation in March 2015</b>	
1. 5 themes for Supervisor consideration	<ol style="list-style-type: none"> <li>1. Report has been posted on the AACDC website</li> <li>2. A notice about the report was sent on the AABS supervisor listserv.</li> </ol>	<b>April 2015, Completed</b>
2. Staff Teambuilding/Retreats Social Activities		
<ul style="list-style-type: none"> <li>• AACDC will provide to all division supervisors recommendations related to staff team building/retreats/social activities that were made by division staff in focus groups, brown bag seminars, the Leadership Growing Program.</li> </ul>	<ol style="list-style-type: none"> <li>1. Recommendations were pulled from all three reports and a draft with all of them has been created and shared with supervisors on the AACDC</li> </ol>	<b>Completed August 2015</b>

	listserv and to the supervisors who attended the Supervisor meetings in summer 2014.	
<ul style="list-style-type: none"> <li>AACDC members will encourage division leadership to include information about team-building activities in future diversity accountability reports and consider whether there is an opportunity to include this element in office strategic goals and other accountability reporting.</li> </ul>	AACDC members were reminded to consider this in December 2015 accountability reporting; with report format changes, it may or may not have been in a unit's strategic efforts.	<b>Completed August 2015</b>
3. Professional Development		
<ul style="list-style-type: none"> <li>AACDC will establish a one-time mini-grant program targeting professional development opportunities related to diversity for division staff. The subcommittee working on this project has been selected and is expected to finish its work by the end of 2015.</li> </ul>	<ol style="list-style-type: none"> <li>AACDC recommended to the Provost that funding be set aside for mini-grants for staff development and programming. This was approved.</li> <li>AACDC has formed a subcommittee to award \$35,000 in mini-grants during 2014-2015</li> <li>Committee created a process and announced the competition.</li> <li>First awards were made in March 2015</li> </ol>	<b>Completed</b> , awards made in Spring and Fall 2015 and new round starting in Spring 2016
<ul style="list-style-type: none"> <li>AACDC will work with Employee and Organizational Development (EOD), the Academic Affairs Business Services Office (AABS), and key supervisors in the Division of Academic Affairs to identify a recommended slate of training courses to provide consistent training for new supervisors entering the division ranks. This has already been discussed with AABS.</li> </ul>	<ol style="list-style-type: none"> <li>August 2016 -- AABS has reviewed all trainings available, surveyed supervisors about potential needs and has identified training to recommend for new supervisors</li> <li>AABS is also launching a training series for continuing supervisors regardless of whether they are new hires.</li> </ol>	

	3. AABS plans to deliver its recommendations for training in December 2016	
<ul style="list-style-type: none"> <li>AACDC will work with Employee and Organizational Development (EOD), the Academic Affairs Business Services Office (AABS), and key supervisors in the Division of Academic Affairs to identify a recommended slate of training courses for all hiring supervisors and/or hiring committees to provide consistent training for first time hiring committees or hiring supervisors. This has already been discussed with AABS.</li> </ul>	1. This recommendation was made before it was widely known that Human Resources, as the result of an audit, had implemented in Spring 2012 a requirement that every hiring supervisor must have had the online course “Effective Hiring Practices” within the past two years before a vacant position may be posted. The training course is updated and provided by the Texas A&M system. Given that this university requirement is in place, AACDC considers this recommendation implemented.	<b>Completed Spring 2012 (TAMUS requirement)</b>
<ul style="list-style-type: none"> <li>AACDC will encourage AABS to survey supervisors about their most wanted workshop topics (using feedback from the supervisor program) prior to implementing AABS’ new training opportunities. This has already been discussed with AABS.</li> </ul>	<p>1. Before AABS could facilitate this effort, AACDC requested and obtained annual funding to train supervisors. As part of this process, AACDC added questions to our 2016 supervisor’s survey about training needs.</p> <p>2. The top three types of training requested were:</p> <ul style="list-style-type: none"> <li>difficult dialogues</li> <li>discussing and addressing equity issues with staff</li> <li>handling microaggressions</li> </ul>	<b>Completed July 2016</b>

	<ol style="list-style-type: none"> <li>2. Results were shared with supervisors at the 2016 July supervisor meetings</li> <li>3. AACDC is requesting suggestions about potential training that can be provided on these topics starting in FY2017.</li> </ol>	
<ul style="list-style-type: none"> <li>• AACDC will encourage AABS to provide guidance to division supervisors about student intern titles (use, cost, availability, etc.). This has already been discussed with AABS.</li> </ul>	Information was provided to AABS.	<b>Completed August 2015</b>
5. Recognition/Staff Appreciation		
<ul style="list-style-type: none"> <li>• AACDC will implement a one-time subcommittee to review use of existing mechanisms and, where there are gaps, make recommendations for new division-wide recognition/appreciation programs.</li> </ul>	<ol style="list-style-type: none"> <li>1. A list of all available awards has been created.</li> <li>2. Droleskey agreed to chair</li> <li>3. Subcommittee members met from May to October and the final report was submitted in November 2015.</li> <li>4. Leadership approved recommendations for implementation in November 2015</li> <li>5. Tradition of Excellence Award review subcommittee convened in December and January and sent recommendations to leadership in January 2016</li> </ol>	<b>Completed November 2015</b> (Status of specific recommendations from this subcommittee may be reviewed in the follow-ups specific to that set of recommendations)
6. Personal Behavior		
<ul style="list-style-type: none"> <li>• AACDC will request that AABS send out each semester a notice 1) of how to report inappropriate behaviors in the workplace and 2) to encourage all division staff members to seek training in how to address inappropriate behaviors in the workplace so they feel empowered to do so. Such a</li> </ul>	<ol style="list-style-type: none"> <li>1. AACDC indicated that this should be sent out once a year in fall.</li> <li>2. AABS will continue to do this each fall, including information</li> </ol>	<b>Completed September 2014</b>

notice could be similar to the one AACDC sent out as a response to the Climate Survey. This has already been discussed with AABS.	about available training through AABS and other campus entities.	
---	--	--

O:AACDC:climate survey:recommendations:2012 Academic affairs Climate Survey Followup