FM Speaks:
Unveiling the Linguistic Diversity of UVA’s Facilities Management

SEPTEMBER 2023

Cornerstone Project 8
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Mission

The Facilities Management Office of Diversity, Equity, and Inclusion initiated a project to comprehend the linguistic requirements of their 1,200 employees, with the goal of enhancing both support and accessibility for their staff.

The goals of the project were to:

- Create an ethical, equitable, and inclusive process in which to collect FM employee language data.
- Deliver a survey to collect the language data.
- Provide recommendations for a repeatable process.
Process

The project team created three focus areas to ensure a thorough approach to the process.

Survey Design
Research and design survey questions in collaboration with the Office of Civil Rights to ensure equitability and inclusivity.

Communication & Administration
Developing a detailed communication plan to ensure the “why” was communicated across all available channels. Considering the timing of survey administration to optimize engagement. Collaborating with in-house communications experts in Facilities Management.

Data Analysis
Cleaning, aggregating, and analyzing data to ensure anonymous but actionable insights.
Results

To view the data in an interactive dashboard, click here

27% Survey Response Rate
With all FM Departments represented

34 Different Languages
Representing 5 out of 7 continents

20% Are Multi-lingual
Speaking 2 or more languages¹

1. If considering all respondents who listed a language other than English but did not indicate English as their spoken language, there is a 3%-6% variable in the calculation.
The Analysis

The top five identified languages other than English were: Spanish, French, Nepali, Swahili, and American Sign Language (ASL).

<table>
<thead>
<tr>
<th>Language</th>
<th>Percentage</th>
<th>Departments Represented</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spanish</td>
<td>9.48%</td>
<td>7 of the 10</td>
</tr>
<tr>
<td>French</td>
<td>2.13%</td>
<td>5 of the 10</td>
</tr>
<tr>
<td>Nepali</td>
<td>1.42%</td>
<td>1 of the 10</td>
</tr>
<tr>
<td>Swahili</td>
<td>1.42%</td>
<td>2 of the 10</td>
</tr>
<tr>
<td>ASL</td>
<td>1.18%</td>
<td>4 of the 10</td>
</tr>
</tbody>
</table>
## The Analysis

The most linguistically diverse departments:

<table>
<thead>
<tr>
<th>Languages</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>Building &amp; Custodial Services</td>
</tr>
<tr>
<td>14</td>
<td>Management Services / Administrative</td>
</tr>
<tr>
<td>11</td>
<td>Capital Construction &amp; Renovation</td>
</tr>
<tr>
<td>8</td>
<td>Zone Maintenance</td>
</tr>
<tr>
<td>7</td>
<td>Energy &amp; Utility</td>
</tr>
</tbody>
</table>


The Analysis

Comment Responses in favor of resources

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Language Classes</td>
<td>28%</td>
</tr>
<tr>
<td>Document Translation</td>
<td>20%</td>
</tr>
<tr>
<td>Vocal Translation</td>
<td>17%</td>
</tr>
<tr>
<td>Other</td>
<td>1%</td>
</tr>
</tbody>
</table>
Suggestions

Actionable write-in comments

**Conversational Spanish**
- Focus on phrases useful in construction

**Enhance English Writing Skills**
- Improve written English for native and ESL employees

**Language Options on Applications**
- Provide options to apply in a language other than English

**Interview Translation**
- Provide written and verbal translation for interviews

**Translation Technology**
- Identify and provide training on translation apps that could be used on construction sites
Recommendations

Lessons learned and recommendations for future administration.

Keep the Survey Simple
Limiting the survey to only the necessary questions and being selective about free-flow answers boosted engagement and simplified data aggregation. If reiterating, consider redesigning questions to further minimize data cleanup for analysis.

Cast a Wide Net
Ensure that you have a large enough target audience to ensure anonymity. Always allow the “Do not wish to answer” option in the survey to protect privacy.

In-person Event
Survey engagement was successful. Given what we know about the target audience, survey engagement would have increased with in-person events where the survey was administered. Additionally, interaction with the QR codes was negligible.

Streamline Data Collection
Consider collecting language information at new employee onboarding.

Act
Be prepared to mobilize quickly based on the survey results. Minimizing time between survey administration and tangible outcomes is key to maintaining the sense of trust built with the target audience.
Closing

Laura and Emily,

Thank you for welcoming the Cornerstone Program Project 8 Team to this project. Your trust in us to execute this initiative and gather information is deeply appreciated, and it is with great enthusiasm that we present the enclosed findings to you.

Within this report, we have dissected the survey data to unearth insights that we believe can shape the path forward for this initiative, fostering positive transformations along the way.

We would love to stay connected and informed about the projects and programs your office will create based on the survey data. Your journey resonates with us; we are genuinely invested in your progress.

Should any questions arise, if additional feedback is needed, or if you wish to engage in a dialogue about the survey results in the days ahead, please know that we are just an email away!

Once again, thank you for the opportunity and partnership.

Best Regards,

Cornerstone Project Team 8

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Appendix

1. Project Charter, abridged.

A. Business Goals
   1. Enhance communication within Facilities Management
   2. Identify potential language connections across departments.
   3. Gather data to enhance language-focused services and programs.

B. Project Goals
   1. Highs survey response
   2. Ethical, equitable, and inclusive process
   3. Repeatable process, applicable across grounds

C. Objectives
   1. Communicate the “why” to the target audience.
   2. Administer the survey in a variety of formats.
   3. Aggregate the data, provide insights, and ensure privacy.

D. Success Criteria
   1. Goal: Identify the number of languages spoken/written/understood (data) for one zone (minimum) of Facilities Management
      a. Target: 5% survey response rate for targeted zones
   2. Goal: Increase the existence of language surveys in facilities management
      a. Target: Creation and administration of a survey
E. **Project Scope**

1. In scope
   a. Communication plan & execution of plan
   b. Survey design and administration
   c. Data aggregation and analysis

2. Out of Scope
   a. Focus on business units outside Facilities Management
   b. Qualitative survey questions
   c. Culture changes

F. **Project Assumptions**

1. All required resources will be available.
2. All project team members will remain engaged throughout the project lifecycle.
3. Survey software will be affordable and fit UVA data protection standards.
4. Analog collection methods and storage will adhere to data protection standards.
5. At least one large area of FM will be willing to participate in a pilot of the survey.
6. The target audience will read and comprehend the communication and survey.

G. **Project Constraints**

1. The Office of Civil Rights must approve communication content.
2. Data collected must be aggregated to protect privacy.
3. The survey must give recipients the option to remain anonymous.
4. Data storage must protect privacy.
H. Project Risks

1. Insufficient survey results – cannot protect anonymity.
   a. Planned mitigation: build in time for iteration of the pilot.
2. Regular jobs/life will become demanding.
   a. Transparent and clear tracking of tasks & responsibilities will allow for backfills.
3. Facilities will be too engaged in graduation or other activities to respond to the survey.
   a. Build time for iteration, and plan survey launches accordingly.
4. The Office of Civil Rights changes its mind about the appropriateness of the survey.
   a. Speak to OCR to confirm the likelihood and include OCR in regular project updates.

2. Survey Design

Survey Tool: Qualtrics

Project Sponsors will be added as collaborators on the survey project.

A. Survey Questions

1. What department describes where you work?
   a. Multiple Choice, select one.
2. What languages do you speak, read, or write? Please select all that apply.
   a. Multiple choice, select many.
   b. Other: free flow response
3. Can FM DEI share any available language resources with your department? If so, check all that apply.
   a. Multiple choice, select many.
   b. Other: free flow response
3. Survey Communication & Administration

A. Situational Analysis
The project goal is to collect language data from at least one zone of Facilities Management. The communications need to inform the target audience why the data is being collected, encourage them to participate in the survey, and instill confidence that the information will be used ethically, appropriately, and for their benefit. The target audience has varying levels of comfort with and access to technology, so the communication plan must be cognizant of that to ensure maximum participation. Furthermore, the target audience has varying levels of English comprehension (spoken and written), and the communication plan should be adjusted accordingly.

B. Communication Goals
1. Inform and comprehend.
2. Reassure.
3. Drive Engagement.

C. Key Messages
1. This is not just a survey; it is the kick-off of an initiative.
2. This is what we plan to do with the data; What is in it for you?
3. This is how you can help your team understand the initiative.
4. This is how you can help create an environment of diversity and inclusion.
D. Target Audience(s)
   1. Facilities Management Workers
   2. Facilities Management Leaders/Managers
   3. Facilities Management Leadership (Executive)

E. Recommended Communication Strategies / Time frame
   1. Methods
      a. Email
      b. TV Screens / Slideshows
      c. Bathroom Newsletters
      d. Press Conference / Existing Meetings
      e. Ambassadors
      f. QR code signage
      g. Website
   2. Tools
      a. Constant contact (or similar)
      b. Translation Services
      c. Web Design Services
   3. Time Frame
      a. Start core communication 4 weeks from survey launch.
      b. Communication plan is designed to be date agnostic, dependent on survey readiness.

F. Copies (following pages)
"A different language is a different vision of life"
-Federico Fellini

FM Speaks!

The Office of Diversity, Equity, and Inclusion at Facilities Management is dedicated to celebrating the diverse language backgrounds of our community. We want to ensure that all employees have access to the support and resources they need to succeed.

We invite you to participate in a quick and anonymous language survey to help us better understand the linguistic landscape of FM. You can access the survey here: [link]

Please take a few moments to share your voice and complete the survey by 06/16/2023. The survey is available in multiple languages and should take no more than 5 minutes to complete.

Our goal is to use this information to improve our onboarding and job training processes, connect employees across zones, and support the linguistic needs of our FM Community. If you have questions or would like more information, please visit our website or contact the FM DEI Office at FM-DEI@virginia.edu

Thank you for your participation!

Warmly,

Laura Duckworth, SHRM-SCP
Director, Occupational Programs
"Language is the road map of a culture. It tells you where its people come from and where they are going."

-Rita Mae Brown

FM Speaks!
The Office of Diversity, Equity, and Inclusion is excited to follow up on the survey we launched on [date] to gather information on language diversity in Facilities Management. We strongly encourage all members of our community to participate in the survey!

Access here: [link]

Just a friendly reminder, the deadline to submit your responses is 06/16/2023. The survey is quick and easy to complete and is available in multiple languages.

To learn more about this initiative and how we plan to use the information to enhance Facilities Management, click [here] or reach out to the FM DEI Office at FM-DEI@virginia.edu.

Thank you,

Laura Duckworth, SHRM-SCP
Director, Occupational Programs

Visit our Website
"Language diversity is not a threat to unity. It is a path to understanding, tolerance, and peace."

-Jose Manuel Barroso

FM Speaks!
The Office of Diversity, Equity, and Inclusion would like to extend our sincere appreciation to everyone who took the time to participate in the language survey!

We received a strong response rate of [metric] with every zone represented.

As a reminder, this survey was launched to better understand the diversity of Facilities Management and to improve our onboarding and training programs, as well as to foster connections among employees.

If you would like to view our preliminary results, please click [here].

Once again, we are grateful for your participation and partnership in creating and celebrating the diversity of FM!

With Gratitude,
Laura Duckworth, SHRM-SCP
Director, Occupational Programs

Para leer este correo electrónico en español, haga clic aquí (Spanish)
Để đọc email này bằng tiếng Việt, nhấp chuột vào đây (Vietnamese)
Bu e-postayı Türkçe olarak okumak için buraya tıklayın (Turkish)
Щоб прочитати цей емейл українською, натисніть тут (Ukrainian)
To read this email in .....
**G. Website Mock-up**

**FM Speaks!**
An Anonymous Language Survey
As Facilities Management employees at the University of Virginia, we are a diverse group with many different languages and cultures. We believe that language matters, and that by understanding and embracing our linguistic diversity we can build a stronger and more vibrant community.

By taking our quick and easy language survey, you can help us better understand the linguistic landscape of our community to provide equitable and inclusive resources and communication. For example, if we know a particular language is spoken by a large number of employees, we can make sure that important safety information is translated into that language.

This is our opportunity to break down language barriers and bring us closer together as a community.

**About the Project**
Why Do We Care About Language?
Facilities Management is home to nearly 1200 employees, representing a diverse array of skills, backgrounds, races, ages, genders, abilities and languages. To equitably and inclusively meet the needs of our staff, it is important that we understand who they are and what they need. In this instance, the knowledge of our language diversity in FM (spoken, read, written) is paramount to our business, safety, and workplace culture.

*The collection of this data will provide an occasion to celebrate and communicate the benefits of language diversity at FM.*

Why Should You Take the Survey?
By participating in this survey, you are helping us understand any barriers staff may be experiencing due to language diversity.
Meet the Team

Project Sponsors

Laura Duokworth, SHRM-SCP
Director, Occupational Programs
Facilities Management

Emily Douglas
Diversity, Equity, and Inclusion Specialist
Facilities Management

Cornerstone Program, Project Team 8

To get this project off the ground, Laura and Emily enlisted the help of the Cornerstone Program. This led to the formation of project team 8. Leveraging its knowledge from across five University areas, the team created a survey with the goal of effectively collecting information on language diversity in Facilities Management.

Team Members:
Addie Coe - UVA Finance
Caterina Eubanks - College and Graduate School of Arts & Sciences
Erica Wheat - Human Resources
John Mastrandea - Human Resources
Tiffany Tolson - School of Education and Human Development
Unique Braxton - School of Engineering

The Cornerstone Program