

The Cornerstone Program

2023

---

# FM Speaks:

Unveiling the  
Linguistic Diversity of  
UVA's Facilities  
Management

SEPTEMBER 2023

---

Cornerstone Project 8

Authored by: Unique Braxton, Adeline Coe,  
Caterina Eubanks, John Mastrandea, Tiffany  
Tolson, Erica Wheat



# Table of Contents

1

Mission

2

Process

3

Results

4

Analysis

5

Recommendation

# 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](#)



## Survey Response Rate

With all FM Departments represented



## Different Languages

Representing 5 out of 7 continents



## Are Multi-lingual

Speaking 2 or more languages<sup>1</sup>

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).

**Spanish**  
**9.48%**

- Spanish language speakers are represented across 7 of the 10 departments

**French**  
**2.13%**

- French language speakers are represented across 5 of the 10 departments

**Nepali**  
**1.42%**

- Nepali language speakers are represented across 1 of the 10 departments

**Swahili**  
**1.42%**

- Swahili language speakers are represented across 2 of the 10 departments

**ASL**  
**1.18%**

- American Sign Language speakers are represented across 4 of the 10 departments

# The Analysis

The most linguistically diverse departments:

**16**  
**Languages**

- Building & Custodial Services

**14**  
**Languages**

- Management Services / Administrative

**11**  
**Languages**

- Capital Construction & Renovation

**8**  
**Languages**

- Zone Maintenance

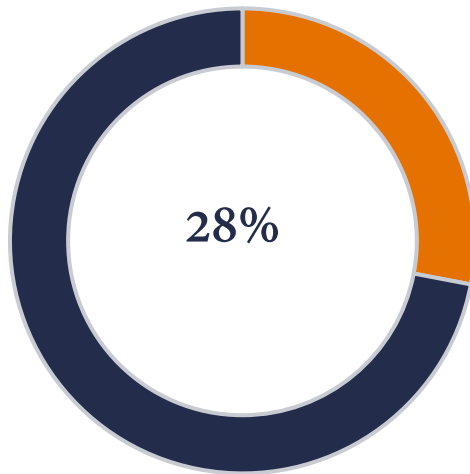
**7**  
**Languages**

- Energy & Utility

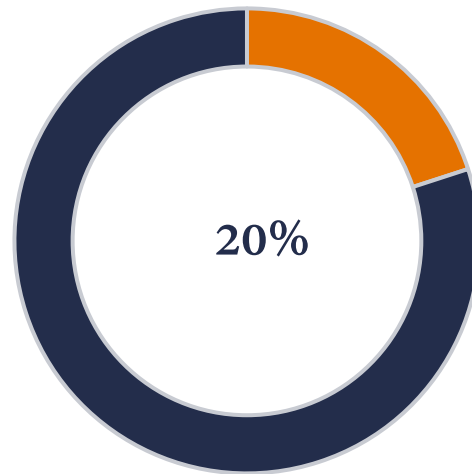
# The Analysis

Comment Responses in favor of resources

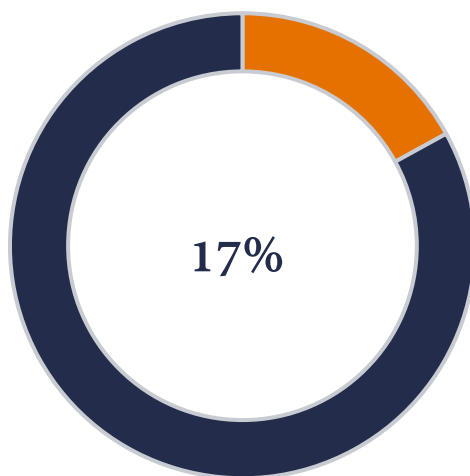
Language Classes



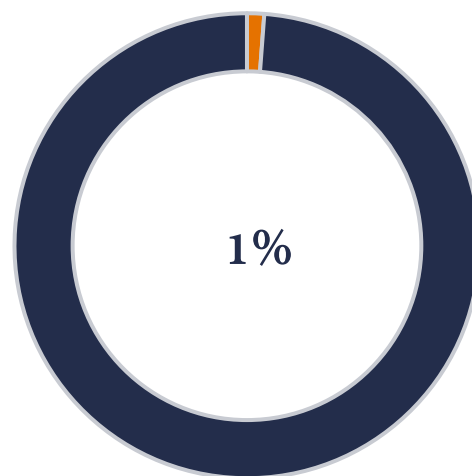
Document Translation



Vocal Translation



Other





# 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

Unique Braxton: [ur5c@virginia.edu](mailto:ur5c@virginia.edu)

Adeline Coe: [addiecoe@virginia.edu](mailto:addiecoe@virginia.edu)

Caterina Eubanks: [tqr8cf@virginia.edu](mailto:tqr8cf@virginia.edu)

John Mastrandea: [jhm2x@virginia.edu](mailto:jhm2x@virginia.edu)

Tiffany Tolson: [tmc5fy@virginia.edu](mailto:tmc5fy@virginia.edu)

Erica Wheat: [eaw4g@virginia.edu](mailto:eaw4g@virginia.edu)

# 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. High 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)**



You are receiving this email from **UVA Facilities Management's Office of Diversity, Equity, and Inclusion.**

To verify the authenticity of this email, please contact Emily at [FM-DEI@virginia.edu](mailto:FM-DEI@virginia.edu)

"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](mailto:FM-DEI@virginia.edu)

Thank you for your participation!

Warmly,

Laura Duckworth, SHRM-SCP  
Director, Occupational Programs

□□□□□□□□□□□□□□ (Cantonese)

دا ایمیل پښتو ته واځلن، دلته کلیک وکړئ (Pashto)

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 .....

You are receiving this email from **UVA Facilities Management's Office of Diversity, Equity, and Inclusion.**

To verify the authenticity of this email, please contact Emily at [FM-DEI@virginia.edu](mailto:FM-DEI@virginia.edu)

"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](mailto:FM-DEI@virginia.edu).

Thank you,

Laura Duckworth, SHRM-SCP  
Director, Occupational Programs

□□□□□□□□□□□□□□ (Cantonese)

دا ایمیل پښتو ته واځلن. دلته کلیک وکړئ (Pashto)

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 .....

Visit our Website

You are receiving this email from [UVA Facilities Management's Office of Diversity, Equity, and Inclusion](#).  
To verify the authenticity of this email, please contact Emily at [FM-DEI@virginia.edu](mailto:FM-DEI@virginia.edu)

"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

□□□□□□□□□□□□□□□□ (Cantonese)

دا ایمیل پښتو ته واځلن. دلته کلیک وکړئ (Pashto)

Para leer este correo electrónico en español, haga clic aquí (Spanish)

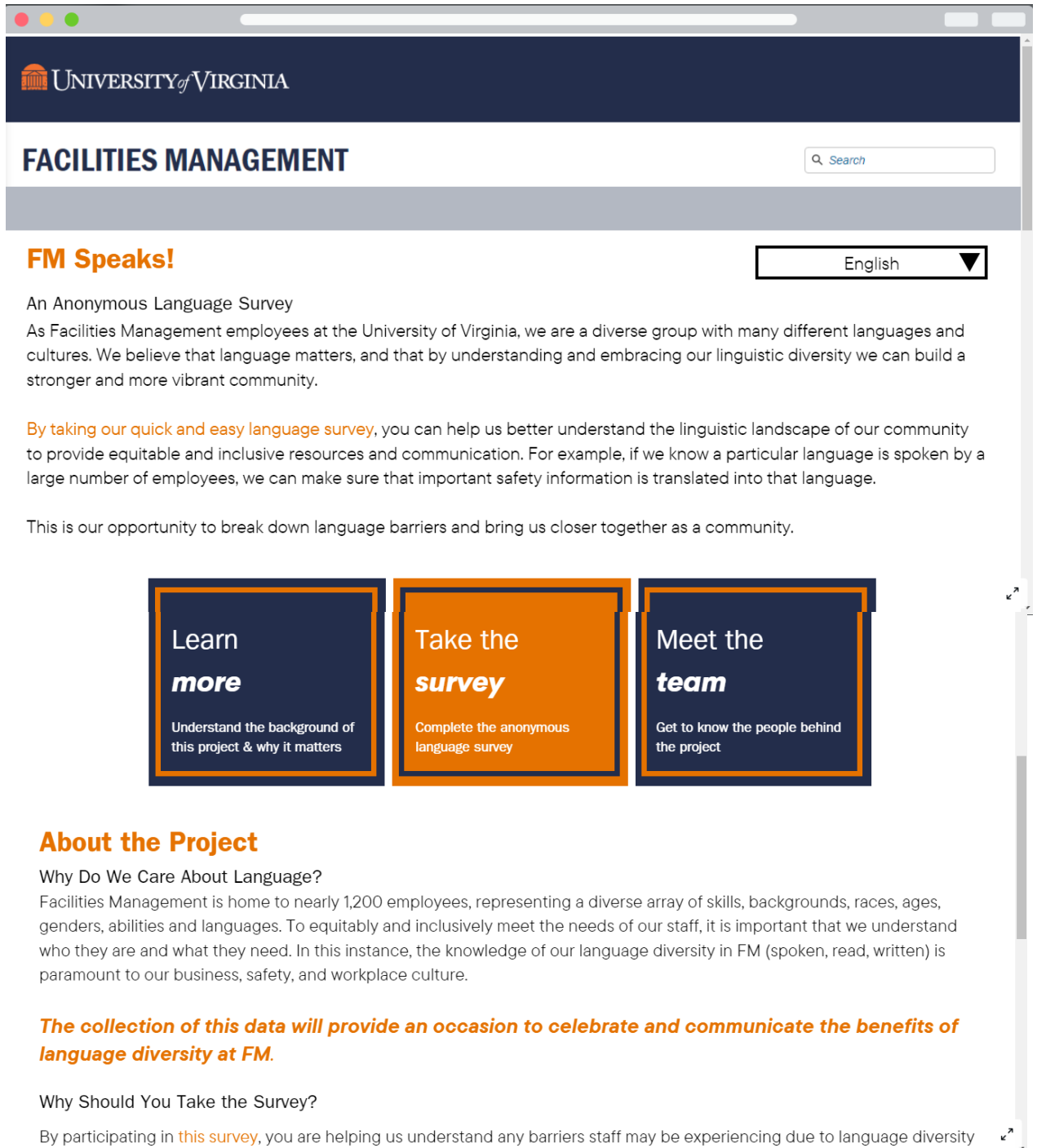
Để đọc email này bằng tiếng Việt, nhấp chuột vào đây (Vietnamese)

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



## Meet the Team

### Project Sponsors



**Laura Duckworth, 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**