

Apéndices

Apéndice A: Memorando interno dirigido a todo el personal

Universidad de Carolina del Norte en Chapel Hill

Memorando interno dirigido a todo el personal

Aug 16 11 08:24a

Bill Wilder

704-752-1487

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THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

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VAN DOBSON, P.E.
*Executive Director
and Chief Facilities Officer*

April 4, 2011

To all Facilities Services Housekeeping Staff Members:

As announced in a letter from Chancellor Thorp on March 14, UNC has contracted with PRM Consulting Group to assess the climate and culture of our Housekeeping organization. PRM is a management and human resources consulting firm headquartered in Washington, DC, with offices throughout the United States. PRM has conducted numerous assessments regarding employee perceptions of internal climate and practices, and has presented their recommendations to address employee concerns with considerable success.

Michael Rhim, a PRM Principal, will be the corporate partner engaged in the study. Bill Wilder, a former Human Resources Director for the City of Charlotte, NC, and an associate of the firm, will be the Project Manager. He will work with James Moore, Aaron Noble, Pat Thomas, and Bunny Spadaro in conducting the assessment. The members of the five person assessment team all currently reside in North Carolina and have substantial public sector/governmental experience in managing a wide variety of employee issues. Background information for all members of the team is attached.

For the past month, PRM staff members have been preparing for this assessment by reviewing policies and work rules, the Housekeeping organization, job descriptions, training programs, performance evaluation procedures, and other pertinent information. In addition to reviewing and analyzing this information, the PRM staff will conduct one-on-one interviews with all Housekeeping staff members, both supervisory and nonsupervisory, and speak with University leadership to understand the current working environment. These interviews will be confidential (see attached confidentiality statement), and names of Housekeeping staff interviewed will not be included in the assessment report or in any other communications with the University. If necessary, PRM is able to provide staff members with an interpreter to ensure a comfortable interview experience.

Prior to one-on-one interviews, three orientation sessions will be held on April 19 and you will be notified of the time and location of the meeting you will attend. At this meeting, you will meet the consulting team and learn about the assessment process. Your attendance at the orientation meeting is required.

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Your interview is an opportunity to share thoughts and concerns regarding your work environment. I assure you that all of your responses will be considered as PRM develops recommendations to help us improve the work environment in the Housekeeping Services Department. One-on-one interviews with Housekeeping staff will begin on April 25, and will continue until all staff members have been interviewed. You will be assigned an interview time during your regular work shift and your interview will be considered work time. Attendance at your interview is mandatory. I encourage each of you to answer all of the questions and share your thoughts and opinions honestly and candidly.

Let me reiterate this is an opportunity for all Housekeeping employees to express their thoughts and opinions about our operation. In order for the assessment to be successful, I encourage each of you to fully participate in the interview process. I will keep you posted periodically on the status of the assessment.

Sincerely,

Van Dobson



Attachments

Apéndice B: Cuestionario personalizado para el personal de Limpieza y mantenimiento

Universidad de Carolina del Norte en Chapel Hill

Cuestionario personalizado para el personal de Limpieza y mantenimiento

UNIVERSIDAD DE CAROLINA DEL NORTE – CHAPEL HILL EVALUACIÓN DEL DEPARTAMENTO DE LIMPIEZA Y MANTENIMIENTO – SERVICIOS DE LA UNIVERSIDAD

PREGUNTAS DE LA ENTREVISTA PRINCIPAL

Para el entrevistador: preséntese brevemente y explique de qué se trata la evaluación. Explique de qué manera se llevará a cabo la entrevista, cuáles son las expectativas respecto del entrevistado, la duración de la entrevista y la cláusula de confidencialidad. Recuerde que es importante establecer una buena relación con el entrevistado en los primeros momentos de la conversación. Recuérdele al entrevistado que se han designado únicamente 60 minutos para la entrevista, pero que se podrá tomar varios minutos al final de esta para analizar las dudas o inquietudes que pueda tener si es que no las ha analizado previamente con usted, el entrevistador.

Fecha_____ Hora de la entrevista_____

Nombre del entrevistador_____

Nombre del empleado:

Nombre del cargo del empleado:

Nombre del supervisor:

Trabajó en Limpieza y mantenimiento: Antigüedad total en el servicio:

Rango del servicio:

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Questionario personalizado para el personal de Limpieza y mantenimiento

Turno actual: Hora de inicio del turno:
Edad: Raza/grupo étnico: Sexo:
Idioma: Código de cuestionario:

Complete el cuestionario marcando un círculo en la columna que indique la respuesta proporcionada por el empleado. Asegúrese de que el empleado entienda cada pregunta lo mejor posible. No dude en hacer preguntas de seguimiento, de seguir las pautas/la metodología que se le han proporcionado y de tomar notas en el anotador que se le proporcionó.

Los 5 niveles de acuerdo posibles son:
Totalmente de acuerdo
De acuerdo
Sin opinión
En desacuerdo
Totalmente en desacuerdo

Las preguntas 13 y 14 son abiertas y requerirán que las respuestas se registren en forma narrativa.

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Cuestionario personalizado para el personal de Limpieza y mantenimiento

	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
WORKING CONDITIONS, COMMUNICATION AND SUPERVISION IN MY ZONE					
1. My zone manager promotes an environment that allows me to do my job safely.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. In my zone, work assignments are made fairly and distributed equitably among employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I am able to take regular breaks as operational needs permit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. My zone manager treats everyone in my zone fairly and consistently.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I am satisfied with communications between the Housekeeping staff in my zone.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. I am satisfied with communications between my zone manager and the Housekeeping staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I can express my honest opinions to my zone manager without fear of retaliation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Cuestionario personalizado para el personal de Limpieza y mantenimiento

	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
WORKING CONDITIONS, COMMUNICATION AND SUPERVISION IN MY ZONE					
HOUSEKEEPING MANAGEMENT					
8. I feel Housekeeping management cares about and is interested in the welfare of its employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. I feel Housekeeping management promotes an environment where employees are treated with dignity and respect	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. I feel Housekeeping management fairly and consistently administers policies and work rules.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. I believe Housekeeping management promotes an environment free from harassment, discrimination and intimidation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. I am satisfied with communications between Housekeeping management and the Housekeeping staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

OPEN ENDED QUESTIONS

13. What suggestions do you have to enhance or improve the culture and environment in Housekeeping?

14. Do you have any other comments?

Thank you for participating in this interview.