BFA Empowerment Initiative Advisory Committee
CHARTER

Background
In developing BFA’s recent SCOT analysis, all 340+ BFA employees were provided with the opportunity to input and contribute their views. The vast majority of people felt that BFA’s strength was in its people: their commitment, their teamwork in a crisis, and their vast institutional knowledge. Challenging this commitment were the increasing demands put on people, the lack of opportunities for growth and movement in positions, the concerns about the cumulative effect on job satisfaction, and overall morale. The amount of system and process change has placed further strains on our workforce.

BFA, like many divisions, faces ongoing challenges with respect to hiring and retaining employees, including addressing diversity. People across BFA are asking for individualized training and support, to help them deliver in their existing role, as well as develop them for future roles.

Scope
The initiative, “Develop, Support, and Empower BFA Teams and Staff,” exists to help BFA teams and staff build the approach, knowledge and skills they need to perform their jobs and overcome the barriers to helping them deliver excellent service to students, faculty, and staff. The purpose of the committee is to review BFA’s current efforts, identify needs or gaps, suggest ideas for improvement, and advise on implementation of the approved actions. The efforts could include training, change management, the role of leadership, and culture. Communication is addressed in a separate BFA initiative, ‘Effective Communications.’

The Committee is an advisory body only; the role of the Committee is to:

• Help articulate gaps and opportunities
• Provide insights as to solutions and which are most important to address
• Feedback on the initiative action plan(s)

Once the BFA leadership team has agreed the strategy and plan, the role of the committee shifts to periodic monitoring and advising on this plan.

Deliverables
Although not a responsibility of the committee, the work may result in these deliverables, produced by the Lead and SME member(s), with agreement by the BFA Leadership Team:

• Recommendations for developing, supporting, and empowering BFA teams and staff
• An action plan and timetable for 2019-25, with particular focus on the first two years

This initiative could result in:

• Development and implementation of a Training Needs Analysis across all BFA departments
• Development of a standardized methodology and tools for individual training programs, leveraging the role of the supervisor or manager
• Implementation of an Employee Climate Survey (already planned through HR), including an analysis of the results, from which may develop a plan for better employee engagement
• Deployment of an approach to change management, best practice methodologies and tools for BFA departments – with the goal of achieving broader utilization, faster adoption, and greater return on investment with new systems
• Stabilization and optimization of recently implemented systems, e.g., AiM and PageUP

Convening Authority and Reporting
The Committee is appointed by and reports to the Vice President for Business and Financial Affairs.

Time Frame
Committee formed and begins to meet in (month) 2019. The initiative spans the 2019-2025 six-year period, in support of the University’s strategic plan.

Meetings
Meetings will be called by the Committee Chair. Materials will be distributed in advance to allow time for review before the meetings.

Membership
Membership will be appointed by the VP BFA, with assistance from the BFA leadership team. The committee will be comprised of members from across BFA, representing different departments, lengths of employment, and levels. Members will serve for a defined period of time, with new members rotating in as the Chair determines appropriate. The committee will include:

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<tr>
<th>Member</th>
<th>Role</th>
<th>Name</th>
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| Initiative Lead (a BFA Leadership Team member) | • Guidance and leadership  
• Reporting to the BFA Leadership Team for decisions  
• Accountable for development of the Empowerment Action Plan, monitoring the plan, and updates as needed | Sue Sullivan |
| Subject Matter Expert (SME) | • Functional expert at University  
• Strategy and implementation advice and support  
• Responsible for development of the Empowerment Action Plan, monitoring the plan, and updates as needed | (to be confirmed) |
| Chair or Co-Chairs | • Runs the Committee  
• Ensures Committee work is thorough, inclusive, and effective | (to be confirmed) |

The BFA Leadership Team is the decision-making body for all BFA-wide initiatives. The individual members of the BFA Leadership Team are responsible for implementation of the Empowerment Action Plan in their departments.
Role of a committee member

It is intended that the committee leverage the experiences, expertise, and insight of key individuals at organizations committed to finding ways to support the division’s empowerment initiative. Committee members are not directly responsible for managing project activities, but provide support and guidance for those who do. Thus, individually, committee members should:

- Understand the strategic implications and outcomes of initiatives being pursued
- Appreciate the significance of the initiative for some or all major stakeholders and represent their interests
- Be genuinely interested in the initiative and be an advocate for broad support for the outcomes being pursued

In practice, this means they:

- Consider ideas and issues raised
- Advise if the outcomes of the initiative meet the objectives of the original proposal
- Help balance conflicting priorities and resources
- Review the status of the initiative
- Foster positive communication outside of the committee regarding the progress and outcomes of the initiative