



Business and Financial Affairs (BFA) Empower to Engage Initiative Advisory Committee

CHARTER

Background

In developing BFA's recent SCOT analysis, all 340+ BFA employees were provided with the opportunity to provide input and contribute their views. The vast majority of staff 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 changes have placed further strains on BFA's workforce. 2020 has proved to be a particularly challenging year with increased staff demands and stresses in response to the COVID pandemic. BFA, like many divisions, faces ongoing challenges with respect to hiring and retaining employees, including addressing diversity. Staff across BFA are asking for individualized training and support to help them deliver excellence in their existing role, as well as future roles development.

Scope

The initiative, "Develop, Help and Empower BFA Staff," exists to help BFA teams and staff build the 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 and/or gaps, suggest ideas for improvement, and advise on implementation of approved actions. The efforts could include training, change management, the role of leadership, and culture.

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
- Provide feedback on the initiative action plan(s)

Once the BFA Leadership Team has agreed on 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, submitted to the BFA Leadership Team:

- Recommendations for developing, supporting, and empowering BFA teams and staff
- An action plan and timetable for 2019-2025, 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 (VP BFA).

Time Frame

The committee was formed and began meeting in September 2019. The initiative spans the 2019-2025 six-year period, in support of the [WWU Strategic Plan](#).

Meetings

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

Membership

Initial 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, with new members rotating in as the Chair determines appropriate. The committee will include:

Member	Role	Name
Initiative Lead (BFA Leadership Team member)	<ul style="list-style-type: none">• Guidance and leadership• Reports to the BFA Leadership Team for decisions	Chyerl Wolfe-Lee
Subject Matter Expert (SME)	<ul style="list-style-type: none">• Functional expert at Western• Strategy and implementation advice and support• Responsible for development of the Empowerment Action Plan, monitoring the plan, and updating as needed	Dennis Dashiell
Chair or Co-Chairs	<ul style="list-style-type: none">• Manages the committee• Ensures committee work is thorough, inclusive, and effective	Andrea Rodger

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

The committee will leverage the experiences, expertise, and insight of key individuals at organizations who are committed to explore 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