



University of Michigan
Division of Public Safety and Security

Diversity, Equity & Inclusion
Strategic Plan

2016 - 2021

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Overview

U-M President Mark Schlissel has made diversity, equity and inclusion a priority of his presidency. He believes that the central mission of an educational institution is to ensure each member of our community has equal opportunity to thrive in our university environment. In this light, DPSS not only supports President Schlissel's initiative, but we strongly believe that our commitment to diversity, equity and inclusion is integral to our ability to ensure a safe and secure campus.

For this reason, diversity, equity and inclusion stand out as a core value for our Division, which reads:

We value and are dedicated to respecting differences, equitable practices and intentional inclusion to create an environment where our community feels welcomed and safe.

DPSS believes that everyone plays a role in contributing to a safe and secure environment. Our ability to achieve our mission, vision and values is dependent on the relationships and partnerships we build with our diverse and vibrant community of more than 88,000 students, faculty and staff on our Ann Arbor campus.

Eleven DPSS employees led the division-wide process to implement our strategic plan, which covers our DPSS personnel and the entirety of the community we serve. It addressed the following areas:

- Recruitment, retention and development
- Education and scholarship
- Promoting an equitable and inclusive community
- Service

Diversity, equity and inclusion are more than goals for our Division, they are key to achieving greater safety and security today and into the future.

In 2025, we envision a campus where implicit bias does not exist and there is awareness, education and an investment in relationships with people.

- DPSS Executive Director Eddie Washington

Our dedication to creating an environment where our community feels welcomed and safe is inseparable from our commitment to diversity, equity and inclusion.



All strategic objectives and related actions will be pursued in accordance with law and University policy.

Over the course of the plan's five-year implementation (2016-2021), we will continue to assess and refine our plan.

Implementation Highlights from Year 3 and Planning Process

Summary:

DPSS Diversity, Equity and Inclusion Implementation Team Leads

Stacy Ede and Marlanna Landeros, DPSS Administrative Services

DPSS Diversity, Equity and Inclusion Implementation Group Members

Antonio James, Technology Services

Kevin Rice, University Security Services

Maurice Townsel, Housing Security

Paula Yocum, Michigan Medicine, Guest Services

Maureen Burke, Prevention and Community Engagement

Jason Tayon, Dispatch Services

Teresa Oesterle, DPSS Administrative Services

Ashley Preston, Strategic Communications

Sumaya Tabbah, DPSS Student Advisory Board Chair

Stephen Bonesteel, DPSS Student Advisory Board Vice Chair

Ryan Reddig, Michigan Medicine Security

TBD, Police Department

Implementation Process

DPSS continues to have a dedicated staff member to drive the implementation process. A fourteen member DPSS implementation team represents the various DPSS departments. We continue to explore improvements to our team make up, which has included expanding our membership by seeking participation from current DPSS student employees, interns and the DPSS student advisory board.

The team continues to collect, analyze and evaluate the data and feedback collected through a DPSS employee survey, a U-M all-staff survey, U-M climate surveys, town halls, department meetings and personnel input, to help identify key areas of opportunity to further educate our staff and engage with our community.

The team continues to collect and review institutional data and demographics from the human capital report, data warehouse, town hall feedback and shift and department interviews to further assess themes that may need to be incorporated into the four domains.

The DPSS Executive Leadership Team continues to be engaged to generate ideas and provide guidance throughout the process.



All strategic objectives and related actions will be pursued in accordance with law and University policy.

Summary of Data and Analysis, Key Findings, and Themes:

Year Three Observations

- We continue to have difficulty recruiting public safety professionals. This is being experienced across the state.
- There is still a strong need to build and maintain DPSS partnerships university-wide.
- We discovered increased community engagement across the state provides DPSS a better understanding of public safety recruitment needs. This yielded a potential pipeline for professional development and potential employment for unanticipated applicants.
- We found out we need to better understand the roles and responsibilities of other DPSS job classifications in order to identify key points of contact. This allows for more efficient service delivery and understanding of our resources as service needs continue to grow.
- We identified methods to increase interest, diversity, and participation on the DPSS student advisory board. Input from university students and DPSS student hires have made it easier to get sufficient student feedback.
- We identified mechanisms to accurately measure the effectiveness of our communication on diversity, equity and inclusion.
- Numerous training sessions on generational diversity and unconscious bias were completed to increase understanding of the impact diversity, equity and inclusion has on our operations and service delivery. This will be continued and expanded into year four.
- We continued to reevaluate the hiring and recruitment process to increase and expand outreach including utilizing the DPSS DE&I program manager in the hiring and selection process.
- We learned that we must be aware of potential user limitations when adding technology to our hiring processes.
- Our biggest challenge in any training setting is coverage for staff and associated overtime costs.
- Regular communication from leadership is key and will continue to be an integral part of our strategy.



Themes and Recommendations

1. Recruitment, Retention and Development

Based on staff surveys, we identified a need for enhanced understanding of the DPSS hiring and promotion processes as well as improved awareness of available DPSS professional development opportunities.

Recommendations:

- Increase communication about hiring and advancement opportunities
- Create a strategic recruiting plan to improve the diversity of our applicant pool and awareness of DPSS professional development opportunities
- Develop a succession planning and professional development model to improve DPSS staff retention and better utilize staff talent

2. Education and Scholarship

Based on staff surveys, we identified a lack of understanding of how diversity, equity and inclusion applies to safety and security work.

Recommendation:

- Implement a variety of education and training opportunities on diversity, equity and inclusion for staff to increase understanding and ultimately improve the way we serve our community

3. Promoting an Equitable and Inclusive Community

Based on feedback from focus group conversations, we identified a perceived lack of overall communication among our staff as well as the university community.

Recommendation:

- Improve communication to better inform and solicit feedback from our DPSS staff and community as a whole

4. Service

Based on staff surveys, we identified a limited understanding of the impact diversity, equity and inclusion has on our operations and service delivery.

Recommendations:

- Provide examples of the impact diversity, equity and inclusion has on operations and service delivery and how they are aligned with our core values to improve understanding
- Build a mechanism to collect real-time data and feedback to more efficiently measure service delivery



All strategic objectives and related actions will be pursued in accordance with law and University policy.

Goals

We aspire to provide service that exceeds the expectations of our community. Our dedication to diversity, equity and inclusion is necessary to provide excellent customer service to our community. In this regard, our goals are as follows:

Diversity

- A broadly diverse workforce that is able to meet the needs of the diverse population we serve

Equity

- More professional development opportunities
- Staff engagement in training and educational opportunities

Inclusion

- Satisfaction surveys to include proxy measures such as trust, fairness and transparency
- Improved relationships and collaboration among staff across the division and campus
- Increased participation in cultural training opportunities

Strategic Objectives, Action Plans and Measures of Success¹

This plan covers approximately 400 full-time staff, representing seven departments, three major unions, approximately 35 student employees, DPSS student advisory board members and interns on the Ann Arbor campus. In addition, this plan strategically incorporates the U-M Dearborn and U-M Flint public safety departments to more efficiently and effectively deploy resources across the three campuses. The strategic objectives to further the university-wide goals of diversity, equity and inclusion have been organized into four domains, as determined by the university. Each of these strategic objectives is accompanied by descriptions of single and multi-year actions and corresponding measures that will be tracked over time. Additional details on assignments, timelines and accountabilities can be found in Section VI.



All strategic objectives and related actions will be pursued in accordance with law and University policy.

A: Recruitment, Retention and Development: This domain focuses on who we recruit, how we retain staff and the professional development opportunities available to employees across the division.

Objective 1

Increase targeted recruitment through outreach initiatives and establish metrics for success to promote the entrance of a diverse pool of talent.

FY20 Actions

- Continue to assess the diversity of applicant pools over a two-year period (started in FY18)
- Continue tracking year-to-year diversity of staff recruitment and recommended actions (started in FY18)

Measures of Success

- Increased percentage in recruitment of targeted groups each year

Objective 2

Analyze retention and professional development progress across DPSS departments and job classifications.

FY20 Actions

- Identify ways to consistently implement systematic exit interviews and mechanisms to disseminate and address findings from interviews with all DPSS exits (started in FY19)
- Analyze exit interviews and turnover data over two years (started in FY18)

Measures of Success

- Collect and analyze data related to the number of employees leaving DPSS

Objective 3

Expand opportunities for growth for DPSS staff through the creation of a professional development program.



FY20 Actions

- Continue to design professional development programs that offer staff education on campus-wide professional development opportunities and facilitate internal events and programs for all DPSS staff throughout FY20
- Increase collaboration with DPSS training council regarding appropriate curriculum and training needs
- Continue to incorporate professional development plans into the performance management process (started in FY19)

Measures of Success

- 70 percent participation in a DPSS professional development program by year five

B. Education and Scholarship: This domain focuses on ensuring our personnel are educated on the foundational aspects of diversity, equity and inclusion, in addition to providing opportunities to build relationships and understanding with our diverse community.

Objective 1

Increase DPSS personnel competency in the hiring process in regard to diversity, equity and inclusion to ensure a fair hiring process.

FY 20 Actions

- Continue to identify core hiring committee members and recruiting representatives
- Continue to identify diversity, equity and inclusion training, with a focus on equitable hiring practices and require all hiring committee members and recruiting representatives to successfully complete this training prior to participation in the selection process
- Incorporate into the DPSS hiring and selection order, a process by which the hiring committee members can provide feedback

Measures of Success

- All hiring committee members and recruiting representatives will continue to be trained on equitable hiring processes through FY20



All strategic objectives and related actions will be pursued in accordance with law and University policy.

Objective 2

Ensure all DPSS personnel participate in annual diversity, equity and inclusion training.

FY20 Actions

- Establish timelines for ongoing diversity, equity & inclusion trainings with a focus on increased participation throughout FY 20
- Identify and track annual participation rate and include applicable diversity, equity and inclusion training in performance review documentation

Measures of Success

- 75 percent DPSS personnel completion of diversity, equity and inclusion annual training year-over-year (started FY 19)

Objective 3

Develop a variety of diversity, equity and inclusion educational events that promote collaboration and communication between DPSS and the university community we serve.

FY 20 Actions

- Continue maintenance of DPSS calendar of events with active monitoring for other university-sponsored diversity, equity and inclusion opportunities; building relationships and trust with our community
- Continue to create diversity, equity and inclusion educational platforms that promote engagement and communication with DPSS and the community we serve into FY20

Measures of Success

- Organize a minimum of two events per year and participate in several other related university events throughout the year

Objective 4

Increase awareness and interest about careers within DPSS to attract a diverse talent pool.

FY 20 Actions

- Continue to generate interest from diverse groups with targeted advertisement and engagement to expand our talent pool



All strategic objectives and related actions will be pursued in accordance with law and University policy.

- Continue to establish a mechanism to explore equitable opportunities, increased interest and knowledge for a diverse mix of students about careers within DPSS through FY20

Measures of Success

- Increased number of diverse applicants applying for DPSS positions year-over-year, started in FY19

Objective 5

Collaborate with university partners such as the Office for Institutional Equity, Services for Students with Disabilities and the Spectrum Center to increase awareness and education about diverse cultural groups, identities and disabilities.

FY 20 Actions

- Increase awareness and education on diverse cultural groups, identities and disabilities for DPSS staff by collaborating with other university partners to take advantage of established programs
- Partner with the International Center and diversity of student groups to provide training for DPSS personnel on cultural identities. This includes events and activities to discuss public safety globally
- Continue participation and engagement with identified disability groups to increase awareness for the community and DPSS staff

Measures of Success

- Increased percentage of DPSS personnel participation in a collaboration opportunity through FY 20

C. Promoting an Equitable and Inclusive Community: This domain includes DPSS efforts to create and nurture an inclusive environment where all staff and members of the community feel welcomed and safe.

Objective 1

Provide platforms where staff can safely express opinions, ask questions and discuss issues surrounding diversity, equity and inclusion.



All strategic objectives and related actions will be pursued in accordance with law and University policy.

FY 20 Actions

- Continue to analyze findings from the DPSS Staff Satisfaction Survey and the University Climate Survey to identify themes and opportunities for growth from FY 19, addressing findings into FY20
- Continue to review and disseminate best practices and guidelines for facilitating dialogue on diversity, equity and inclusion during meetings
- Monitor established formal methods to communicate where staff can safely express opinions, ask questions and discuss issues surrounding diversity, equity and inclusion

Measures of Success

- Guidelines are implemented during meetings and all other dialogue opportunities
- DPSS staff participate in a division-wide all staff meeting
- Staff feedback will be gathered to assess the successful utilization of platforms

Objective 2

Provide education and cross-functional opportunities, encouraging collaboration and better understanding of each other's roles.

FY20 Actions

- Provide continued support for cross-functional learning opportunities between roles in DPSS to foster collaboration and awareness.

Measures of Success

- An increase in the number of DPSS staff who have basic awareness about another DPSS role other than their own

Objective 3

Provide a mechanism for the community to provide real-time feedback to DPSS staff and ensure timely and considerate responses

FY20 Actions

- Extract and analyze data from the community through multiple mechanisms to provide feedback to DPSS



- Analyze data to ensure timely and considerate responses and determine target turnaround time
- Continue to utilize the DPSS Student Advisory Board and other student groups for both feedback and discussion of findings from and for our student community

Measures of Success

- Mechanism in place to track real-time data is received, considered and a timely response is provided

D. Service: This domain ensures diversity, equity and inclusion issues are a fundamental underpinning of the DPSS service-delivery model.

Objective 1

Invest in data collection technology to more efficiently measure services and their impact on the university community we serve to eliminate unintended bias, deliver equitable services and improve the quality of life.

FY20 Actions

- Continue to leverage technology to create multiple platforms that collect and analyze data into FY20
- Continue to monitor developed user-friendly feedback and complaint forms are for use on the DPSS homepage into FY20

Measures of Success

- Ability to identify and eliminate any patterns of unintended bias or inequitable delivery of services

Objective 2

Educate our community on sexual harassment and misconduct prevention in an effort to promote a safe and supportive environment for all members to work, learn, and thrive.



FY20 Actions

- Support DPSS participation in university mandatory sexual harassment and misconduct prevention training and other related university events into FY20
- Development of sexual harassment and misconduct programming to promote a safe and supportive environment for all members to work, learn, and thrive
- Leverage and educate all university members on DPSS resources on sexual harassment and misconduct into FY20

Measures of Success

- Complete participation in university mandatory sexual harassment and misconduct training into FY20
- All-inclusive DPSS participation in sexual harassment and misconduct programming
- Organize a minimum of one sexual harassment and misconduct program and/or event and participate in several other related university events throughout FY20

Goal-related Metrics

The university strategic plan will track and publish overall university metrics related to the three goals of diversity, equity and inclusion. DPSS is a service unit dedicated to its staff demographic composition and climate survey indicators as follows:

Demographic Composition:

- Headcount
- Race/Ethnicity
- Age (Generation Cohort)

Climate Survey Indicator:

- Satisfaction with unit climate/environment in work unit
- Assessment of semantic aspects of the general climate in work unit
- Feeling valued in work unit
- Assessment of semantic aspects of the DEI climate in work unit
- Feeling of belongingness in work unit
- Assessment of work unit commitment to diversity, equity, and inclusion



All strategic objectives and related actions will be pursued in accordance with law and University policy.

- Perception of equal opportunity for success in work unit
- Feeling able to perform up to full potential in work unit
- Feelings of professional growth in work unit
- Feelings of discrimination in work unit

We will work to create a diverse, equitable and inclusive climate, therefore creating a sense of belonging, trust and fairness. We will see increased cultural awareness and behaviors that create a climate and culture of inclusion and equality. We will experience a workplace where people feel valued and part of a bigger mission; ultimately producing greater service to our community.

Our measures of success will include improved productivity, leadership accountability, improved communication and teamwork across the division.

In regard to year four DPSS metrics, our strategic plan will allow us to track our efforts around the three goals of diversity, equity and inclusion:

Diversity:

- Identify and increase representation of target groups at different levels through recruiting and professional development.

Equity:

- Equitable professional development and hiring process
- Compensation-equity studies performed every three years with annual demographic reviews within classifications
- Increased and clearly defined professional development opportunities
- All DPSS staff are able to fully engage in DE&I training and educational opportunities

Inclusion:

- Review of employee satisfaction surveys that include diversity proxy measures such as trust, fairness, and transparency
- Build better relationships and collaboration among staff across the division and all university members across campus
- Increased percentage of participation in diversity, equity and inclusion activities
- Review, understand, and disseminate findings from our DPSS and university surveys
- Increase the utility of exit and turnover data and analyze for continuous improvement



Action Planning Tables with Details and Accountabilities

(Attachment A)

Plans for Supporting, Tracking and Updating

The DPSS diversity, equity and inclusion program manager is the key steward of the plan in FY20. The manager will be responsible for the following:

- Bi-monthly DPSS Diversity, Equity and Inclusion Implementation Team Leads Meetings
- Monthly DPSS Diversity, Equity and Inclusion Implementation Team Meetings
- Regular engagement with the DPSS Executive Leadership Team
- Regular diversity, equity and inclusion engagement meeting with the DPSS Executive Director

The manager will conduct a review of the plan through fall 2019 and gather feedback, which will be implemented throughout the year. A mid-year progress report will be presented to the DPSS Executive Leadership Team beginning in March 2020 and a final evaluation of year four will be presented to the DPSS Executive Leadership Team beginning in July 2020.

Strategy for Challenges

As we move forward in our strategic plan, we understand addressing issues around diversity, equity and inclusion can be challenging. DPSS encourages conflict resolution to handle these situations. This strategy of dispute resolution helps promote new ideas and encourage a greater understanding between staff members. This is a positive strategy that can strengthen relationships.

DPSS encourages staff to resolve their concerns at the earliest stage. However, if such attempts are unsuccessful, we are committed to providing other avenues for resolution. Staff members are encouraged to contact their direct supervisor, DPSS Human Resources or union representative (if applicable). If that is not desired or feasible, staff may contact the Office for Institutional Equity, U-M Human Resources or other university resources.



All strategic objectives and related actions will be pursued in accordance with law and University policy.