



**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 stands 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 create 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 is more than a goal for our Division. It's an important 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 commitments to diversity, equity and inclusion.

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



# Planning Process

## Summary of the Planning Process

To kickoff the process, DPSS assigned a dedicated staff member to drive the planning process. An eleven member DPSS planning team was created to represent the various DPSS departments.

The team collected, analyzed and evaluated the data and feedback collected through a DPSS employee survey, an U-M all-staff survey, department meetings and personal input, which helped identify key areas of opportunity to further educate our staff and engage with our community.

The team also reviewed 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 also was engaged to generate ideas and provide guidance throughout the process.

## Themes and Recommendations

### 1. Recruitment, Retention and Development

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

#### *Recommendations:*

- Create a data-driven, strategic recruiting plan to improve the diversity of our applicant pool and awareness of DPSS career development opportunities
- Develop a succession planning and professional development model to improve DPSS staff retention and better utilization of staff talent

## DPSS Diversity, Equity and Inclusion Committee

### Planning Team Leads:

Stacy Moore and Marlanna Landeros  
DPSS Administrative Services

### Planning Group:

Antonio James  
Communications and Technology

Nanette Push  
University Security Services

Maurice Townsel  
Housing Security

Michael Kennedy  
Emergency Management

Maureen Burke  
Police Department

Sharice Harrison  
Health System Security

Teresa Oesterle  
Administrative Services

Erik Mattila  
Health System Security

Scott Cook  
Communications and Technology



- Develop strategies that increase communication about hiring and advancement opportunities

## **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 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.

*Recommendation:*

- Devise solutions to improve communication to better inform and solicit feedback from our DPSS staff and our 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

## Goals

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

### Diversity

- A workforce that reflects the population we serve

### Equity

- More career 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 Success<sup>1</sup>

This plan covers approximately 350 full-time staff, representing six departments and four major unions, as well as approximately 40 student employees. The strategic objectives needed 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.

## 1. 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

#### FY17 Actions

- Assess the diversity of applicant pools over a two-year period
- Continuously track year-to-year diversity of staff recruitment and recommended actions

#### Measures of Success

- A higher percentage of recruitment of targeted groups each year

### Objective 2

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

#### FY17 Actions

- Leverage technology to track exits, transfers and promotions
- Analyze exit interviews, lateral job movement and retention over two years

#### Measures of Success

- Collected and analyzed data related to the number of employees leaving the university, transferring to different job classifications or being promoted

<sup>1</sup> All strategic objectives and related actions will be pursued in accordance with law and University policy.

### **Objective 3**

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

#### **FY17 Actions**

- Create and implement DPSS professional development program

#### **Measures of Success**

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

## **2. Education and Scholarship**

This domain focuses on ensuring our personnel are educated on the foundational aspects of diversity, equity and inclusion, as well as providing opportunities to build relationships and understanding with our diverse community.

### **Objective 1**

Increase DPSS personnel competency in the hiring process in regards to diversity, equity & inclusion to ensure a fair hiring process

#### **FY17 Actions**

- Devise best practices for hiring in regards to diversity, equity and inclusion and train all personnel involved in the hiring process

#### **Measures of Success**

- All hiring managers and interview panels will be trained on equitable hiring processes by end of FY17.

### **Objective 2**

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

#### **FY17 Actions**

- Create a timeline for implementing educational training for all staff

#### **Measures of Success**

- 90 percent of DPSS personnel completion of diversity, equity and inclusion annual training

### **Objective 3**

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



#### **FY17 Actions**

- Develop a calendar of DPSS events and participate in other University events to build relationships and trust with our community

#### **Measures of Success**

- Organize a minimum of one event per year and participate in several other University events throughout the year

#### **Objective 4**

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

#### **FY17 Actions**

- Advertise and engage in new areas to expand our talent pool

#### **Measures of Success**

- Increased number of diverse applicants applying for DPSS positions

#### **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 on diverse cultural groups, identities and disabilities

#### **FY17 Actions**

- Partner with the Spectrum Center to provide training for DPSS personnel on gender inclusive identities

#### **Measures of Success**

- 90 percent of DPSS personnel trained through the Spectrum Center

### **3. 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

#### **FY17 Actions**

- Establish and implement best practices and guidelines for facilitating dialogue on diversity, equity and inclusion



### **Measures of Success**

- Guidelines are implemented during meetings and all other dialogue opportunities
- Staff feedback will be gathered to assess success of the guidelines

### **Objective 2**

Provide education and cross-functional opportunities, encouraging collaboration and better understanding of one another's roles

### **FY17 Actions**

- Identify and create opportunities for DPSS staff to participate in cross-functional activities that foster collaboration and awareness

### **Measures of Success**

- Increased 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

### **FY17 Actions**

- Create multiple communication mechanisms for the community to provide feedback to DPSS
- Analyze the information and provide timely feedback
- Utilize the DPSS Student Advisory Board as a conduit to receiving feedback from our student community

### **Measures of Success**

- Real-time data is received, considered and a timely response is provided.

## **4. 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 quality of life

### **FY17 Actions**

- Leverage technology to create multiple platforms to collect and analyze data.

### **Measures of Success**

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

## **Goal-related Metrics**

In regard to university-wide metrics, the university strategic plan will track and publish overall university metrics relating to the three goals of diversity, equity and inclusion. DPSS 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 division where people feel valued and part of a bigger mission; ultimately producing greater service to our community.

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

## **Plans for Supporting, Tracking and Updating**

The DPSS diversity, equity and inclusion program manager is the key steward of the plan in FY17. The manager will be responsible for the following:

- Bi-monthly DPSS Diversity, Equity and Inclusion Planning Team Leads Meetings
- Regular engagement with the DPSS Executive Leadership Team
- Bi-monthly DPSS Diversity, Equity and Inclusion Planning Team Meetings

The manager will conduct a review of the plan in fall 2016 and gather feedback, which will be implemented throughout the year. A mid-year progress report will be presented to the DPSS Executive Leadership Team in January 2017 and a final evaluation of year one will be presented to the DPSS Executive Leadership Team beginning in April 2017.

## **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.

