



**University of Michigan  
Division of Public Safety and Security**

**Diversity, Equity & Inclusion  
Strategic Plan FY2018**

**2016 - 2021**

# Table of Contents

<b>Overview</b>	<b>2</b>
<b>Year Two Implementation Highlights &amp; Planning Process Summary</b>	<b>3</b>
<b>Year One Observations</b>	<b>4</b>
<b>Goals</b>	<b>6</b>
<b>Strategic Objectives, Action Plans and Measures of Success</b>	<b>7</b>
<b>Goal-Related Metrics</b>	<b>12</b>
<b>Supporting, Tracking and Updating the Strategic Plan</b>	<b>13</b>
<b>Strategy for Challenges</b>	<b>13</b>

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

## 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 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.

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

# Year Two: Implementation Highlights and Planning Process Summary

## **DPSS Diversity, Equity and Inclusion Implementation Team Leads**

Stacy Moore and Marlanna Landeros, DPSS Administrative Services

## **DPSS Diversity, Equity and Inclusion Implementation Group Members**

Antonio James, Communications and Technology

Nanette Push, University Security Services

Maurice Townsel, Housing Security

Michael Kennedy, Emergency Management

Maureen Burke, Police Department

Sharice Harrison, Michigan Medicine Security, Guest Services

Teresa Oesterle, DPSS Administrative Services

Erik Mattila, Michigan Medicine Security

Jason Tayon, Communications and Technology

## **Implementation Process**

DPSS has a dedicated staff member to drive the implementation process. An eleven member DPSS implementation team represents the various DPSS departments. We continue to explore and plan to expand our membership by seeking participation from current DPSS student employees and/or interns.

The team continues to collect, 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 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 also was engaged to generate ideas and provide guidance throughout the process.

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

## Year One Observations

- FY17 was a difficult recruiting year for security and law enforcement positions. This is being experienced across the state, specifically in law enforcement
- There is a strong need to build and maintain DPSS partnerships internally and externally university-wide
- We found out we need to better understand roles and responsibilities of other classifications in order to identify key points of contact. This provides for more efficient service delivery and understanding of our resources
- DPSS student employee turnover and limited participation on the DPSS student advisory board have made it difficult to get sufficient student input
- Experienced difficulty accurately measuring effectiveness of our internal communication on diversity, equity and inclusion
- To increase understanding of the impact diversity, equity and inclusion has on our operations and service delivery; numerous training sessions on micro aggressions were completed. This will be continued into year two
- DPSS has reevaluated the hiring and recruitment process to increase and expand outreach including utilizing the DPSS DE&I program manager to review and select applicants
- While adding technology increases our applicant pool, we learned we must also be aware of user limitations
- 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

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

## Themes and Recommendations

### 1. **Recruitment, Retention and Development**

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

Recommendations:

- Develop strategies that increase communication about hiring and advancement opportunities
- 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

### 2. **Education and Scholarship**

Based on staff surveys, we identified a lack of understanding of how diversity, equity and inclusion apply 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

<sup>1</sup> 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 inseparable from our ability 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 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

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

## **Strategic Objectives, Action Plans and Measures of Success<sup>1</sup>**

This plan covers approximately 375 full-time staff, representing seven departments and four major unions, as well as approximately 25 student employees and interns. 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. Additional details on assignments, timelines and accountabilities can be found in Section VI.

**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

#### **FY18 Actions**

- **Assess the diversity of applicant pools over a two-year period, FY18**
- **Continuously track year-to-year diversity of staff recruitment and recommended actions starting FY18**

#### **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

#### **FY18 Actions**

- **Identify ways to consistently implement systematic exit interviews and mechanisms to disseminate and address findings from interviews with all DPSS exits, transfers, and promotions by end of FY18**
- **Analyze exit interviews, lateral job movement and retention over two years starting FY18**

#### **Measures of Success**

- **Collected and analyzed data related to the number of employees leaving**

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



**the university, transferring to different job classifications or being promoted**

### **Objective 3**

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

#### **FY18 Actions**

- **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 FY18**
- **Collaborate with DPSS training council regarding appropriate curriculum and training needs.**

#### **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, 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

#### **FY18 Actions**

- **Continue to identify diversity, equity and inclusion focused fair hiring training for all hiring committee members and recruiting representatives to complete prior to participating in the hiring process**

#### **Measures of Success**

- **All hiring committee members and recruiting representatives will be trained on equitable hiring processes by end of FY18**

### **Objective 2**

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

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

### **FY18 Actions**

- **Establish timelines for ongoing DE&I trainings with a focus on increased participation throughout FY18**

### **Measures of Success**

- **75 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

### **FY18 Actions**

- **Continued 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**
- **Create diversity, equity and inclusion educational platforms that allow for engagement and communication with DPSS and the community we serve by mid FY18**

### **Measures of Success**

- **Organize a minimum of two events 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

### **FY18 Actions**

- **Continue to generate interest from diverse groups with continued targeted advertisement and engagement to expand our talent pool**
- **Establish a mechanism to explore equitable opportunities, increased interest and knowledge for a diverse mix of students on careers within DPSS by mid FY18**

### **Measures of Success**

- **Increased number of diverse applicants applying for DPSS positions**

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

## **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

### **FY18 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 International student groups to provide training for DPSS personnel on cultural identities. This includes events and activities to discuss public safety globally**

### **Measures of Success**

- **60 percent of DPSS personnel participate in a collaboration opportunity**

**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

### **FY18 Actions**

- **Analyze findings from the DPSS Staff Satisfaction Survey and the University Climate Survey to identify themes and opportunities for growth by end of FY18, addressing findings by FY19**
- **Review best practices and guidelines for facilitating dialogue on diversity, equity and inclusion during meetings**

### **Measures of Success**

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

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

## **Objective 2**

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

### **FY18 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

### **FY18 Actions**

- **Extract and analyze data from the community from multiple mechanisms to provide feedback to DPSS**
- **Analyze to ensure timely and considerate responses and determine target turnaround time**
- **Continue to utilize the DPSS Student Advisory Board 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 quality of life

### **FY18 Actions**

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

- **Engage potential vendors or centers of expertise to provide support in leveraging technology to create multiple platforms that collect and analyze data by the end of FY18**

### **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.

In regard to year two 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 demographic distribution of employees promoted annually
- Compensation-equity studies performed every three years with annual demographic reviews within classifications
- Increased and clearly defined professional development opportunities.
- All DPSS staff is 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 across campus
- Increased percentage of participation in diversity, equity and inclusion activities

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

- Review, understand, and disseminate findings from our DPSS and University surveys.
- Increase the number and utility of exit interviews and analyze for future impact.

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

The DPSS diversity, equity and inclusion program manager is the key steward of the plan in FY18. 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
- Monthly diversity, equity and inclusion meeting with the DPSS Executive Director

The manager will conduct a review of the plan through fall 2017 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 February 2018 and a final evaluation of year two will be presented to the DPSS Executive Leadership Team beginning in July 2018.

## **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.

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