



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 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.



Implementation Highlights from Year 2 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

Paula Yocum, Michigan Medicine, Guest Services

Maureen Burke, Police Department

Sharice Harrison, DPSS Administrative Services

Teresa Oesterle, DPSS Administrative Services

TBD, Michigan Medicine Security

Jason Tayon, Communications and Technology

Implementation Process

DPSS continues to have a dedicated staff member to drive the implementation process. An eleven member DPSS implementation team represents the various DPSS departments. We continue to explore improvements to our team make up, including expanding our membership by seeking participation from current DPSS student employees and/or interns.

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.



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

Year Two Observations

- FY18 was a difficult recruiting year for security and law enforcement positions. This is being experienced across the state, specifically in law enforcement
- There is still a strong need to build and maintain DPSS partnerships university-wide
- We found out we need to better understand roles and responsibilities of other DPSS job classifications in order to identify key points of contact. This provides for more efficient service delivery and understanding of our resources as service needs continue to grow
- Limited interest and participation on the DPSS student advisory board, from the University student population and DPSS student hires, has made it difficult to get sufficient student input
- Identified mechanisms to accurately measure effectiveness of our communication on diversity, equity and inclusion
- Numerous training sessions on implicit bias were completed to increase understanding of the impact diversity, equity and inclusion has on our operations and service delivery. This will be continued into year three
- DPSS has reevaluated the hiring and recruitment process to increase and expand outreach including utilizing the DPSS DE&I program manager in the hiring and selection process
- While adding technology increases our applicant pool, we learned we must also be aware of potential 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



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 processes 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 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:

- 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 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

Strategic Objectives, Action Plans and Measures of Success¹

This plan covers approximately 393 full-time staff, representing seven departments and three major unions, as well as approximately 20 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

FY19 Actions

- Continue to assess the diversity of applicant pools over a two-year period (started in FY18)



¹ All strategic objectives and related actions will be pursued in accordance with law or University policy.

- Continuously track year-to-year diversity of staff recruitment and recommended actions (started in 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

FY19 Actions

- Identify ways to consistently implement systematic exit interviews and mechanisms to disseminate and address findings from interviews with all DPSS exits beginning 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

FY19 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 FY19
- Collaborate with DPSS training council regarding appropriate curriculum and training needs
- Incorporate professional development plans into the performance management process beginning 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, 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

FY19 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. All hiring committee members and recruiting representatives will 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 process through FY19

Objective 2

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

FY19 Actions

- Establish timelines for ongoing DE&I trainings with a focus on increased participation throughout FY19
- Identify and track annual participation rate and include applicable DE&I training in performance review documentation

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

FY19 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 allow for engagement and communication with DPSS and the community we serve into FY19

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

FY19 Actions

- Continue to generate interest from diverse groups with continued targeted advertisement and engagement to expand our talent pool
- Continue to establish a mechanism to explore equitable opportunities, increased interest and knowledge for a diverse mix of students on careers within DPSS through FY19

Measures of Success

- Increased number of diverse applicants applying for DPSS positions year-over-year

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

FY19 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

FY19 Actions

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

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 each other's roles

FY19 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

FY19 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 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 quality of life

FY19 Actions

- Continue to leverage technology to create multiple platforms that collect and analyze data in FY19.
- Continue the development of user friendly feedback and complaint forms are in development for use on the DPSS homepage for FY19

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 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
- 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 three 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 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
- 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 FY19. 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 2018 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 2019 and a final evaluation of year three will be presented to the DPSS Executive Leadership Team beginning in July 2019.

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.

