**DIVERSITY, EQUITY & INCLUSION**

# Diversity, Equity and Inclusion Strategic Plan
# Five-Year Strategic Objectives, Measures, and FY19 Actions

## I. Diversity Equity and Inclusion Strategic Plan: Overview

*Selected text from President's Diversity Charge:*

*Goals: Diversity, Equity, and Inclusion:*

***Diversity***: We commit to increasing diversity, which is expressed in myriad forms, including race and ethnicity, gender and gender identity, sexual orientation, socio-economic status, language, culture, national origin, religious commitments, age, (dis)ability status, and political perspective.

***Equity:*** We commit to working actively to challenge and respond to bias, harassment, and discrimination. We are committed to a policy of equal opportunity for all persons and do not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status.

***Inclusion:*** We commit to pursuing deliberate efforts to ensure that our campus is a place where differences are welcomed, different perspectives are respectfully heard and where every individual feels a sense of belonging and inclusion. We know that by building a critical mass of diverse groups on campus and creating a vibrant climate of inclusiveness, we can more effectively leverage the resources of diversity to advance our collective capabilities.

***Rationale:*** To support the mission, vision, and values of University Audits

## II. Planning Process Used

*Planning Lead(s):* Paul Millis and Shelley Curry (primarily responsible for overseeing plan implementation and monitoring)

*Planning Team:* Jeff Moelich, Paul Millis, Tina Foley, Shelley Curry

*Planning Process Summary*
- Processes used to collect data include use of the DEI survey data, graffiti data collection, discussions and idea generating exercises in team meetings, and analysis of the Human Capital Report.

- Sources of data include DEI Survey data, Human Capital Report, input from all audit employees, and meetings and discussions with other planning leads.
- Processes used to analyze data include data trending, graphing, benchmarking, and review of input.
- Actions taken include meeting with other planning leads, and expansion of the previous year's activities and goals, Liberating Structures activities, discussions with University Human Resources and HRD, and benchmark with similarly sized units.
- In addition to the data gathering methods listed above, University Audits team members participate in twice-monthly team meetings. During these meetings, the team provided feedback on each of the year-two DEI activities. This feedback has generally been very positive.
- There has been a significant turnover in staff in the past year (4 of 20 positions).

### III. Data and Analysis: Key Findings

*Summary of Data*
University Audits is a service unit that provides audit and advisory services to all campuses at University of Michigan.

We found that:
- University Audits has become more diverse than it was five years ago.
  - UA is losing both older and younger employees
  - We are not as ethnically diverse as the university but we are a smaller group
  - The proportions of the UA's ethnic mix are comparable to the same groups for university
- We are generally satisfied with our jobs
- We think our jobs make good use of our abilities and our job responsibilities are clear
- We feel our ideas and suggestions are seriously considered
- We believe that we have a process to request training
- We enjoy our co-workers, feel knowledgeable, and know where to get help
- We think our abilities are respected and we respect our supervisor's abilities
- We believe that the department has a genuine commitment to workforce DEI goals
- We could improve our communication skills
- We can improve the ways the information we collect is used to better our relationships within the department and the university community

- We would like to be included or informed about the department-wide decision making processes
- Some members of the university have a negative impression of auditors

*Key Findings, Themes and Recommendations*
1. Incorporate the concerns and aspirations of team members into University Audits' plans for creating a more diverse, equitable, and inclusive environment.
2. Enhance the recruitment, hiring, and evaluation processes to align more closely with the university's goals and responsibilities for diversity.
3. Increase and broaden efforts to emphasize and increase awareness about the value of diversity, equity, and inclusion in the workplace.
4. Provide a systematic approach to help people learn how to demonstrate respect for one another through education and experiences that deepen knowledge, enhance competency, and create an environment that is diverse, equitable, and inclusive.
5. Provide a more accessible workplace.

## IV. Strategic Objectives, Measures of Success, and Action Plans

*Incorporate the concerns and aspirations of University Audits staff members into the university and local strategic plans for creating a more diverse, equitable, and inclusive environment.*

*Discussion*
This plan covers all University Audits team members and strives to improve their interactions with each other, audit clients, and all other members of the university community. The strategic objectives needed to further the university-wide goals of diversity, equity, and inclusion have been aggregated into four domains determined by the university. Each of these strategic objectives is accompanied by descriptions of single and multiple year actions University Audits will take to accomplish those objectives and a method to measure success that will be tracked over time. Additional detail on assignments, timelines, and accountabilities are described in the sections below.

A summary of year two achievements includes:
- Modified new employee orientation process to include a larger portion of the University Audits team in the process
    - Included a section on the DEI initiative
    - Included a section on reporting misconduct

- Continued efforts at improving departmental communications through the use of Liberating Structures and other team-building and communication methods
- Included guests and presentations at team meeting related to diversity, equity, inclusion
    - 7/19/2017:  Giving and Receiving Feedback
    - 8/16/2017:  Intercultural Awareness
    - 9/20/2018:  Mental Health impairments and reasonable accommodations under the ADA
    - 11/1/2017:  Peer to Peer Recognition - Thinking Outside the Box and Lifelong Learners
    - 11/15/2017:  U-M Flint Office of Extended Learning
    - 12/6/2017:  Business Case for Diversity
    - 2/21/2018:  Freedom of Information
- Working with LPD to schedule presentations on By-stander training
- Invited speakers from other university areas to team meetings
    - Debbie Kowich and Pat Sellinger, FOIA Office and OGC
    - Tracy Pattok, Office of Institutional Research
    - Rob Rademacher and Shelly Frabrizio, Athletics
    - Matt Coons, Will Rhee, and Kevin Cheek, ITS
    - Chris Brenner, Fire Safety
    - Kate Rychlinski, Risk Management

## IV.  A. Recruitment, Retention, and Development

### *Staff*
*Five-Year Strategic Objective 1:*
- Consider federally mandated affirmative action goals for all relevant UA positions.

*Measures of Success (for Objective 1):*
- Increased number of candidates of underrepresented individuals

*Actions:*
- Continue to incorporate our commitment to diversity, equity, and inclusion to the process for choosing guest auditors by considering an individual's commitment to diversity, equity, and inclusion in selecting guest auditors
- Continue to use recruitment tools (blind resume screening and alternate job posting sites) when seeking candidates
- Continue including the overview of university and University Audits DEI plans during new employee orientation

- Refine the addition of an introduction to the University Hotline and other university resources for conflict resolution and reporting misconduct to the new employee orientation process
- Continue to explore ways to add a more positive feeling about auditing at the university as part of new employee orientation and in bi-monthly team meetings.  We plan to begin or continue to:
    o Discuss value added work done by auditors
    o Discuss changes effected by audit findings that have a positive influence on the university
    o Hiring a consultant to explore ways to promote a positive image of auditors
    o Openly sharing recognition by audit clients in response to audit and committee work
    o Use team meetings to brainstorm on work difficulties and project obstacles

*Primary DE&I Goal:* Diversity

*Five-Year Strategic Objective 2*
- Equity in work assignments

*Measures of Success:*  Improved staff job satisfaction and better achievement of department goals as indicated by department metrics (plan completion/productivity measures) and feedback from team at bi-monthly meetings

*Actions:*
- Continue to provide periodic verbal reports on status of department goals and changes in policies and procedures from MTeam (department management) at team meetings
- Continue to discuss reporting misconduct and reinforce message with periodic emails to the department
- Continue to work with University Human Resources to explore ways to improve the performance appraisal process
- Explore ways to focus on individual strengths and use information gained from Myers-Briggs, Strength Finder, and other assessments to improve personal interactions, day-to-day department operations, and staff satisfaction
- Continue conducting regular, *staff-only* meetings to discuss department procedures and to provide feedback to management team for process improvement

- Use the information gathered from the department professional skills assessment and gap analysis to schedule training and lunch and learn sessions from the lists of desired professional training that was part of the survey
- Planning departmental events (i.e., pot lucks) to promote comradery

*Primary DE&I Goal:* Inclusion

*Five-Year Strategic Objective 3*
- Improved awareness of reasons for inclusion through training and learning opportunities for University Audits personnel

*Measures of Success:* Reduction of staff turnover outside of the university and improved project management and auditing performance

*Actions:*
- Report of MTeam discussion during team meetings
- Ensure that skip-level meetings are held on a regular basis to obtain staff feedback and suggestions
- Continue working with University Human Resources to improve review and feedback processes
- Continue efforts at improving departmental communications through the use of Liberating Structures and other innovative communication methods
- Continue exploring methods of mentoring

*Primary DE&I Goal:* Equity

## IV. B. Education and Scholarship
**Constituency:** All University Audits employees

*Five-Year Strategic Objective 1*
- Improve cultural sensitivity demonstrated by auditors and audit management

*Measures of Success:* Continued and/or improved client and staff satisfaction surveys and improved interoffice communications and relationships

*Actions:*
- Completion of required Mandatory Reporter training by all University Audits team members
  - Discuss relevance of training to audit work

# Office of University Audits

- Schedule regular discussions of diversity, equity, and inclusion actions and goals in team meetings
- Schedule presentations at team meetings from other university units to learn more about the university and how University Audits can assist in achieving the unit goals
- Encourage team members to include DEI seminars and classes as part of their individual development plans.

*Primary DE&I Goal:* Equity

*Other applicable domain:* Promoting an equitable and inclusive community, dealing equitably with others in the university communities

## IV. C. Promoting an Equitable and Inclusive Community
### *Unit Overall*
*Constituency:* Staff and audit clients

*Five-Year Strategic Objective 1*
- Enhance relationships with the constituencies with whom University Audits interacts

*Measures of Success:* Favorable results from the client satisfaction survey, increased communication with audit constituencies, increased number of requests for assistance and/or participation

*Actions:*
- Refine procedures for opening and closing audit meetings and follow-up work to invite more collaboration with audit clients
- Use the new report formats to simplify reporting and encourage audit client input

*Primary DE&I Goal:* Inclusion

## IV. D. Service
### *Overall*
*Constituency:* All university faculty, staff, students, visitors, and vendors

*Five-Year Strategic Objective 1*
- Improve accessibility of physical and on-line resources
- Implement changes from the accessibility analysis to the SPG site to make it more ADA compliant
- Continue to explore ways to make the University Audits web site ADA

*compliant.*

*Measures of Success:*
- *S*uccessful implementation of changes suggested by the university accessibility group
- Ongoing feedback will be gathered from the ITS Digital Accessibility Analyst

*Actions:*
- Upgrade software for SPG web site and use image captions
  - Implement suggestions from the SPG Website Review performed by ITS
    - Expand the use of alternative text
    - Explore options to improve accessibility for SPG organization charts.
- Consider ADA requirements and accessibility options in new office space
  - Work with ergonomics consultants to make the new office space more useable
- Explore options to implement the suggestions from the ITS accessibility review of University Audits' web site

*Primary DE&I Goal:* Inclusion

Other applicable domain: promoting an equitable and inclusive community

## V. Goal-related Metrics – School, college or unit measures tracked over time

**University-wide Metrics:**
With regard to the three goals of the Strategic Plan, the university will track and publish overall metrics relating to the three goals. Items under discussion for these university-wide, goal-related metrics:
- Diversity: makeup of freshman class, diversity of faculty at all levels, diversity of staff, diversity of workforce overall, diversity of students overall, completion rates for all students at all levels
- Equity: number of reported incidents, reports on adverse impacts
- Inclusion: results on U-M climate measures of faculty, staff, and students

**Unit Metrics:**
- Diversity
  - Backgrounds of workforce
  - Make up of supervisor cohort
  - Demographic composition of staff

- Equity
  - Acceptance of individual differences
  - Demographics of pool of employees promoted in past year
  - Demographics within salary bands of employees
- Inclusion
  - Number of participants in skill and cultural training opportunities
  - Climate survey results by area
  - Assess changes in customer satisfaction surveys
- Climate Survey Indicators:
  - Satisfaction with unit climate/environment in work unit
  - Feeling valued in work unit
  - Feeling of belongingness in work unit
  - Assessment of work unit commitment to diversity, equity, and inclusion
  - Perceptions 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

## VI. Pathway for Conflict Resolution

To provide the University Audits team additional tools to address workplace conflicts, we plan to continue to regularly include presentations on university resources for conflict resolution at team meetings and monthly Lunch and Learns. So new employees begin with the information necessary to resolve conflicts, we are adding an introduction to the University Hotline and other university resources for conflict resolution and reporting misconduct to the departmental new employee orientation process.

# VI. Action Planning Tables with Details and Accountabilities

### VI. A. Recruitment, Retention, and Development

| Key Constituency | Strategic Objective | Measures Of Success | Detailed Actions Planned (measurable, specific) | Group/ persons accountable | Resources needed (if applicable) |
|---|---|---|---|---|---|
| Staff of University Audits | Consider federally mandated affirmative action goals for all relevant UA positions | Increase of the number of under-represented individuals in candidate pools and individuals hired | o Continue to incorporate our commitment to diversity, equity, and inclusion to the process for choosing guest auditors by considering an individual's commitment to diversity, equity, and inclusion in selecting guest auditors<br>o Continue to use recruitment tools (blind resume screening and alternate job posting sites) when seeking candidates<br>o Continue including the overview of university and University Audits DEI plans during new employee orientation<br>o Refine the addition of an introduction to the University Hotline and other university resources for conflict resolution and reporting misconduct to the new employee orientation process<br>o Continue to explore ways to add a more positive feeling about auditing at the university as part of new employee orientation and in bi-monthly team meetings<br>We plan to begin or continue to:<br>    o Discuss value added work done by auditors | UAudits MTeam<br><br>DEI Planning Team | |

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|---|---|---|---|---|---|
| | | | o Discuss changes effected by audit findings that have a positive influence on the university<br>o **Hiring a consultant to explore ways to promote a positive image of auditors**<br>o Openly sharing recognition by audit clients in response to audit and committee work<br>o Use team meetings to brainstorm on work difficulties and project obstacles | | |
| Staff of University Audits | Equity in work assignments | Improved staff job satisfaction and better achievement of department goals as indicated by department metrics (plan completion/ productivity measures) and feedback from team at bi-monthly meetings. | o Continue to provide periodic verbal reports on status of department goals and changes in policies and procedures from MTeam (department management) at team meetings<br>o Continue to discuss reporting misconduct and reinforce message with periodic emails to the department<br>o Continue to work with University Human Resources to explore ways to improve the performance appraisal process<br>o Use the information gained from Myers-Briggs, Strength Finder, and other assessments to improve personal interactions, day-to-day department operations, and staff satisfaction<br>o Continue conducting regular, staff only meetings to discuss department procedures and to provide feedback | UAudits MTeam<br><br>Skills Assessment Team<br><br>DEI Planning Team | |

| Key Constituency | Strategic Objective | Measures Of Success | Detailed Actions Planned (measurable, specific) | Group/ persons accountable | Resources needed (if applicable) |
|---|---|---|---|---|---|
| | | | to management team for process improvement<br>o Use the information gathered from the department professional skills assessment and gap analysis to schedule training and lunch and learn sessions from the lists of desired professional training that was part of the survey<br>o Plan departmental events (i.e., pot lucks) to promote comradery | | |
| Staff of University Audits | Improved awareness of reasons for inclusion through training and learning opportunities for University Audits personnel | Reduction of staff turnover, improved project manage-ment and auditing performance | o Report MTeam discussion during team meetings<br>o Ensure that skip-level meetings are held on a regular basis to obtain staff feedback and suggestions<br>o Continue working with University Human Resources to improve review and feedback processes<br>o Continue efforts at improving departmental communications through the use of Liberating Structures and other innovative communication methods<br>o Continue exploring methods to create of mentoring relationships | UAudits MTeam<br><br>DEI Planning Team | |

## VI. B. Education and Scholarship

| Key Constituency | Strategic Objective | Measures Of Success | Detailed Actions Planned (measurable, specific) | Group/ persons accountable | Resources needed (if applicable) |
|---|---|---|---|---|---|
| Staff of University Audits | Improve cultural sensitivity demonstrated by auditors and audit management | Continued and/or improved client and staff satisfaction surveys. Improved | o Completion of required Mandatory Reporter training by all University Audits team members<br>o Discuss relevance of training to audit work<br>o Schedule regular discussions of diversity, | UAudits MTeam | Working with LPD to schedule presentations |

| | | interoffice communications and relationships | equity, and inclusion actions and goals in team meetings<br>○ Schedule presentations at team meetings from other university units to learn more about the university and how University Audits can assist in achieving the unit goals | | |
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### VI. C. Promoting an Equitable and Inclusive Community

| Key Constituency | Strategic Objective | Measures Of Success | Detailed Actions Planned (measurable, specific) | Group/ persons accountable | Resources needed (if applicable) |
|---|---|---|---|---|---|
| University Audits staff and audit clients | Enhance relationships with the constituencies with whom university audits interacts | Favorable results from the client satisfaction survey, increased communication with audit constituencies, increased number of requests for assistance and/or participation | • Refine procedures for opening and closing audit meetings and follow-up work to invite more collaboration with audit clients<br>• Use the new report formats to simplify reporting and encourage audit client input | UAudits MTeam | |

### VI. D. Service

| Key Constituency | Strategic Objective | Measures Of Success | Detailed Actions Planned (measurable, specific) | Group/ persons accountable | Resources needed (if applicable) |
|---|---|---|---|---|---|
| Staff and visitors to UA offices and web site | Improve accessibility of physical and on-line resources Implement changes from the accessibility analysis to the | Successful review of web site and offices by ADA experts at the university | ○ Upgrade software for SPG web site and use image captions<br>○ Implement suggestions from the SPG Website Review performed by ITS | UAudits MTeam | Working with Adaptive Technologies to review web site |

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|---|---|---|---|---|
| | SPG site to make it more ADA compliant Continue to explore ways to make the University Audits web site more accessible and ADA compliant | | ○ Expand the use of alternative text<br>○ Explore options to improve accessibility for SPG organization charts.<br>○ **Consider ADA requirements and accessibility options in new office space**<br>  ○ **Work with ergonomics consultants to make the new office space more useable.**<br>○ Explore options to implement the suggestions from the ITS accessibility review of University Audits' web site | | |

## VII. Plans for Supporting, Tracking and Updating the Strategic Plan

The University Audits Diversity, Equity, and Inclusion Strategic Plan Project Manager (Paul Millis) is the key contact for stewardship of the plan in fiscal year 2019. He will be assisted by the DEI team in tracking and supporting the plan implementation.

This team will conduct a review of the plan in fall 2018; gather feedback and additional ideas to be implemented throughout the year. Periodic status reports on progress will be presented at University Audits team meetings. A final evaluation of Year Two success measures, accomplishments against the plan as well as Year Three recommendations will be presented to University Audits in the November team meeting.