

## Diversity, Equity and Inclusion Strategic Plan Five-Year Strategic Objectives, Measures, and FY2020 Actions

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

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*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 Audit Services

### II. Planning Process Used

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*Planning Lead(s):* Paul Millis, Shelley Curry, and Tina Foley (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 consultation with University of Michigan Communications Office, a review by Huron Consulting on departmental processes, a climate survey performed by University Human**

Resources in conjunction with the Advance Center, and a brief internal survey to collect suggestions on equity issues.

- Sources of data include U-M Communications report, Huron Consulting report, climate survey data, the DEI Survey data, input from Audit Services 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, expansion of the previous year's activities and goals, communication generating activities, discussions with U-M Communications Office, Huron Consulting, and University Human Resources.

### III. Data and Analysis: Key Findings

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#### *Summary of Data*

Audit Services is a service unit that provides audit and advisory services to all campuses at University of Michigan.

#### **We found that:**

- **More than 75% of the audit team agreed that**
  - **Satisfied with current position, understand job responsibilities and how their work contributes to the mission, vision, values, and goals**
  - **Department conducts business in an ethical manner**
  - **Department actively supports a culture that promotes health/well-being**
  - **Department is a place where staff may comfortably raise personal/family obligations**
  - **Team members treat them with respect**
  - **Supervisor treats them with respect and supports work/life balance**
  - **Supervisor encourages team work, cares about quality improvement, holds staff equally accountable, and has realistic expectations**
  - **Staff respect their supervisor's abilities**
  - **Are satisfied with the amount of recognition received**
  - **Team members treat them with respect**
  - **Supervisor treats them with respect and supports work/life balance**
  - **Supervisor encourages team work, cares about quality improvement, holds staff equally accountable, and has realistic expectations**

- Staff respect their supervisor's abilities
- Are satisfied with the amount of recognition received
- We would like a clearer process for making training requests.
- We could improve the annual review process
- Equity in job assignments and training opportunity are the major issues in the department
- We could improve our communication in the department
- Some of us think the department manual is too complex and that department policies are not evenly enforced.
- Some members of the university have a negative impression of auditors
- There has been a significant turnover in staff in the past 18 months
- The department changed its name and moved to a new office location

### *Key Findings, Themes and Recommendations*

1. **Incorporate the concerns of team members about departmental equity into Audit Services' year four plan.**
2. Increase and broaden efforts to emphasize and increase awareness about the value of diversity, equity, and inclusion in the workplace.
3. 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.
4. Provide a more accessible workplace.
5. **Review departmental policies to clarify the essential requirements and clarify processes for training and promotion.**

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

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***Incorporate the concerns of team members about departmental equity into Audit Services' year four plan.***

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

### *Discussion*

This plan covers all Audit Services 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 are aggregated into four domains determined by the university. Each of these strategic objectives is accompanied by descriptions of

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single and multiple year actions Audit Services 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 three achievements includes:

- **Engaged a consultant to review departmental procedures, worked with University Human Resources on a climate survey, and consulted with University of Michigan Communications Office to help improve reporting processes and promote a better image of the department.**
- **The new employee orientation process that includes a larger portion of the Audit Services team, a section on the DEI initiative, and information on reporting misconduct is now part of the department's standard procedures.**
- **Continued efforts at improving departmental communications through the use of team-building and innovative communication methods**
- **Included guests and presentations at team meeting from other university areas**
  - **Sucheta Kulkarni (Medical School)**
  - **Bystander Training**
  - **Melissa Overton and Paul DeRidder (DPSS)**
  - **Quinta Vreede (Office of the Executive Vice President for Medical Affairs)**
  - **Steve Kunkel and Teri Grieb (Office of Research)**
  - **Danielle Sheen (Environment, Health & Safety)**
  - **Andrew Burchfield, and his EM team members: Floyd Johnson, Jessica Johnson and Sydney Parmenter (Emergency Management)**
  - **Kevin Hegarty (Executive Vice President and Chief Financial Officer)**
  - **Elizabeth Seney (Title IX Coordinator)**
  - **Rob Sellers (Chief Diversity Officer)**
- **Developed new structure for the SPG web site to make it more ADA compliant**

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

### Staff

#### *Five-Year Strategic Objective 1:*

- Promote equity in hiring and staff training

#### *Measures of Success (for Objective 1):*

- Improved feedback from Audit Services team regarding equity issues

#### *Actions:*

- **Clearly define job position responsibilities and outline the requirements for promotion**
- **Review and consistently apply the process for requesting and approval of professional training opportunities**
- 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 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:
  - Discuss value added work done by auditors
  - Discuss changes effected by audit findings that have a positive influence on the university
  - Openly sharing recognition by audit clients in response to audit and committee work
- **The Executive Director will send weekly emails recognizing individual and team achievements**

#### *Primary DE&I Goal: Diversity*

#### *Five-Year Strategic Objective 2*

- **Equity in work load**

*Measures of Success:* **Improved team job satisfaction and a reduction in the number complaints about lack of equity in work load.**

#### *Actions:*

- **Review departmental policies and clarify the essential requirements and define methods to foster consistent enforcement**

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- Use the information gathered in the department professional skills assessment for individual development plans, team events, and lunch and learns presentations.
- Review and consistently apply the requirements and approval process for work from home days
- Establish and implement a work from home pilot program

*Primary DEI Goal: Equity*

*Five-Year Strategic Objective 3*

- Improved awareness of reasons for inclusion through training and learning opportunities for Audit Services personnel.

*Measures of Success:* Reduction of staff turnover and improved project management, auditing performance, **and job satisfaction**

*Actions:*

- **Work with University Human Resources and the Advance Center to clarify and improve annual review and feedback processes**
- **Conduct a Difficult Conversations class**
- Plan departmental events to promote comradery
- **Reinforce ways of reporting misconduct other than the Hotline and reinforce message with periodic emails to the department**
- **Schedule Staff Ombudsperson as a speaker at a team meeting**

*Primary DE&I Goal: Equity*

### **IV. B. Education and Scholarship**

**Constituency:** All Audit Services 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 sexual harassment training by all Audit Services team members**
  - **Discuss relevance of training to audit work at team meetings**

- Schedule **monthly** discussions of diversity, equity, and inclusion actions and goals in team meetings
- Schedule **monthly** presentations at team meetings from other university units to learn more about the university and how Audit Services 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*

### ***Five-Year Strategic 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.**

***Measures of Success: Level of participation in training***

#### **Action Item**

- **Support unit-level participation in mandatory sexual harassment training**

*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 Audit Services interacts

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

#### ***Actions:***

- **Schedule Audit Services open house to introduce audit clients to the new department name and offices**
- **Review and implement departmental process suggestions from Huron**

**Consulting report**

- **Use the new report formats to simplify reporting and encourage audit client input**

*Primary DE&I Goal: Inclusion*

## **IV. D. Service**

### **Overall**

*Constituency: Staff and visitors to Audit Services offices and web site and users of the SPG web site*

#### *Five-Year Strategic Objective 1*

- **Sustain** accessibility of physical office resources
- **Continue to** implement changes from the accessibility analysis to the SPG site to make it more ADA compliant
- **Review the Audit Services web site for content and provide image captions.**
- **Use the new report formats to simplify reporting and encourage audit client input**

#### *Measures of Success:*

- Successful implementation of changes suggested by the university accessibility group
- Ongoing feedback will be gathered from the ITS Digital Accessibility Analyst

#### *Actions:*

- **Continue the upgrade to the SPG web site and complete creation of image captions**
- **Complete outlining SPG organization charts to provide a text only alternative to images.**
- **Explore options to improve content and accessibility of Audit Services' 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

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#### **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
- Equity
  - 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

### VI. Pathway for Conflict Resolution

To provide the Audit Services team additional tools to address workplace conflicts, we plan to continue to 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 further information on the university Hotline, the staff ombudsperson, 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 Audit Services	Promote equity in hiring and staff training	Improved feedback from Audit Services team regarding equity issues	<ul style="list-style-type: none"> <li>• <b>Clearly define job position responsibilities and outline the requirements for promotion</b></li> <li>• <b>Review and consistently apply the process for requesting and approval of professional training opportunities</b></li> <li>• 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</li> <li>• 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:               <ul style="list-style-type: none"> <li>• Discuss value added work done by auditors</li> <li>• Discuss changes effected by audit findings that have a positive influence on the university</li> <li>• Openly sharing recognition by audit clients in response</li> </ul> </li> </ul>	Executive Director  Audit Services MTeam  DEI Planning Team	



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Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
			<p>to audit and committee work</p> <ul style="list-style-type: none"> <li>• <b>The Executive Director will send weekly emails recognizing individual and team achievements</b></li> </ul>		
Staff of Audit Services	Equity in work load	<b><i>Improved team job satisfaction and a reduction in the number complaints about lack of equity in work assignments</i></b>	<ul style="list-style-type: none"> <li>• <b>Review departmental policies and clarify the essential requirements and define methods to foster even enforcement</b></li> <li>• <b>Use the information gathered in the department professional skills assessment for individual development plans, team events, and lunch and learns presentations.</b></li> <li>• <b>Review and consistently apply the requirements and approval process for work from home days</b></li> <li>• <b>Establish and implements a work from home pilot program</b></li> </ul>	<p>Audit Services MTeam</p> <p>Skills Assessment Team</p> <p>DEI Planning Team</p>	
Staff of Audit Services	Improved awareness of reasons for inclusion through training and learning opportunities for Audit Services personnel	Reduction of staff turnover, improved project management, auditing performance , <b>and job satisfaction</b>	<ul style="list-style-type: none"> <li>• <b>Work with University Human Resources and the Advance Center to clarify and improve annual review and feedback processes</b></li> <li>• <b>Conduct Difficult Conversations class</b></li> <li>• Plan departmental events to promote comradery</li> <li>• <b>Discuss ways of reporting misconduct other than the Hotline and reinforce message with periodic emails to the department</b></li> <li>• <b>Schedule Staff Ombudsperson as a</b></li> </ul>	<p>Audit Services MTeam</p> <p>DEI Planning Team</p>	



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Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
			<b>speaker at a team meeting</b>		

### 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 Audit Services	Improve cultural sensitivity demonstrated by auditors and audit management	Continued and/or improved client and staff satisfaction surveys. Improved interoffice communications and relationships	<ul style="list-style-type: none"> <li>• <b>Completion of required sexual harassment training by all Audit Services team members</b></li> <li>• <b>Discuss relevance of training to audit work at team meetings</b></li> <li>• Schedule <b>monthly</b> discussions of diversity, equity, and inclusion actions and goals in team meetings</li> <li>• Schedule <b>monthly</b> presentations at team meetings from other university units to learn more about the university and how Audit Services can assist in achieving the unit goals</li> <li>• Encourage team members to include DEI seminars and classes as part of their individual development plans.</li> </ul>	Audit Services MTeam	Working with LPD to schedule presentations
Staff of Audit Services	Educate our community on sexual harassment and misconduct prevention in an effort to promote a safe and supportive environment for all members to	Level of participation in training	<b>Support unit-level participation in mandatory sexual harassment training</b>	<b>Executive Director</b>	



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Key Constituency	Strategic Objective	Measures Of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)
	<b>work, learn, and thrive.</b>				

## 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)
Audit Services staff and audit clients	Enhance relationships with the constituencies with whom Audit Services interacts	Favorable results from <b>the team section of the</b> client satisfaction survey, increased communication with audit constituencies, <b>continued</b> requests for assistance and/or participation	<ul style="list-style-type: none"> <li>• <b>Review and implement departmental process suggestions from Huron Consulting Report</b></li> <li>• <b>Use the new report formats to simplify reporting and encourage audit client input</b></li> <li>• <b>Schedule Audit Services open house to introduce audit clients to the new department name and offices</b></li> </ul>	Executive Director  Audit Services 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 Audit Services offices and web site and users of the SPG web site	<ul style="list-style-type: none"> <li>• <b>Sustain</b> accessibility of physical resources in the office</li> <li>• <b>Continue to</b> implement changes to the SPG site to make it more ADA compliant</li> <li>• <b>Review the Audit Services</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Successful implementation of changes suggested by the university accessibility group</b></li> <li>• <b>Ongoing feedback will be gathered from the ITS Digital</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Continue the upgrade to the SPG web site and complete creation of image captions</b></li> <li>• <b>Complete outlining SPG organization charts to provide a text only alternative to images.</b></li> <li>• <b>Explore options to improve content and accessibility of Audit Services' web site</b></li> </ul>	Audit Services MTeam	Working with Adaptive Technologies to review web site

	<p>web site for content and ADA requirements.</p> <ul style="list-style-type: none"> <li>• Use the new report formats to simplify reporting and encourage audit client input</li> </ul>	<p>Accessibility Analyst</p>			
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**VII. Plans for Supporting, Tracking and Updating the Strategic Plan**

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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 2020. 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 2020; 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 Three success measures, accomplishments against the plan as well as Year Four recommendations will be presented to Audit Services in the November team meeting.