

Campus Safety Services Action Plan: Service Excellence and Engagement with Carleton’s Diverse Communities

Introduction

The purpose of this action plan is to guide the implementation of initiatives that are designed to enhance service excellence and community engagement opportunities for Campus Safety Services. The impact of this work will build greater trust and strengthen relationships between CSS and the broader Carleton University community. This action plan contains steps, estimated dates for delivery, relevant stakeholders and accountabilities as well as an evaluation framework.

Guided by our collective commitment to create a campus community in which everyone has a sense of physical and psychological safety as well as a sense of belonging, the process of developing the action plan has been collaborative and partnership-focussed with a view to sharing expertise and resources and expertise.

1. Community Engagement – Strengthening Positive Relationships Through Community Connections		
Stakeholders Involved – CSS, Student Experience Office, EIC & CUSA		
Action	Timeline	Comment
1.1 Coordinate meetings with stakeholders to review existing community engagement activities. 1.2 Explore future opportunities to strengthen engagement and set timelines with the goal of identifying a date for at least one activity during 2020 winter term.	Sept -Dec 2019 – start the conversation	In these discussions, the role of the current Liaison Officer could be examined to see how it could be enhanced to include intentional engagement with diverse Carleton communities.
2. Community Safety Planning – A Collective Responsibility		
Stakeholders Involved– CSS, EIC and Campus Community Members		
Action	Timeline	Comment
2.1 EIC to meet with CSS leadership and review current safety planning practices. 2.2 Establish an integrated approach that focuses on community well-being and identify related gaps.	October – Dec 2019 – start the conversation Plan first meeting with stakeholder for January 2020	The goal of safety planning is to enhance individual and groups sense of safety and overall well-being. It is therefore very important to include the input of community members in the planning of their safety.

<p>2.3 EIC to provide support to CCS to move away from re-active response to pro-active collaboration.</p> <p>2.4 Establish quarterly meetings with the goal of developing shared understanding of community well-being, to address current issues and incorporate learnings to future service delivery.</p>		
<p>3. Service Excellence – Enhance Efforts to Increase Diverse Representation Among CSS staff Stakeholders Involved – CSS, HR, EIC & OQI</p>		
Action	Timeline	Comment
<p>3.1 EIC, CSS leadership and HR to identify key challenges and opportunities in CSS’s hiring practices.</p> <p>3.2 Prepare Request for Service (RFS)</p> <p>3.3 Identify consultant to undertake an employment systems, recruitment and retention review with the objective of developing a plan to increase the representation of equity seeking groups within the CSS workforce.</p> <p>3.4 The consultant shall also develop and facilitate Inclusive Hiring Practices Training to CSS senior staff based on results from employment systems review.</p>	<p>Nov. 2019</p> <p>Nov. 2019</p> <p>Feb 2020 – Finalize hiring the consultant</p> <p>May 30th, 2020 – Systems Review complete and implementation timetable developed</p>	<p>Partners to consider allocation of cost within the university.</p>

4. *Not in our Space - Shared Response Against Hate Propaganda and Racial Supremacist Movements*

Stakeholders Involved – CSS, EIC, Housing & Residence Life, Student Groups, DUC & Student Experience Office

Action	Timeline	Comment
<p>4.1 EIC, CSS leadership, Housing and Student Group leaders will co-establish annual public education program with a supporting prevention campaign that focuses on identifying, preventing, and responding to hate propaganda generally and on campus.</p>	<p>Initial conversation with CSS starts fall 2019 Conversation with all Stakeholders starts Winter 2020</p>	<p>4.1 speaks to a desire to shift from reactive response to pro-active engagement. Annual public educational event or campaign against hate propaganda and related issues could be developed and delivered to the Carleton community. Due consideration shall be given to the relationship between freedom of expression and academic freedom on the one hand, and hate and harassment on the other.</p> <p>Establishing yearly meetings around the issues will facilitate more collaboration and proactive engagement.</p> <p>CSS has participated and presented at Inclusion week addressing Hate propaganda and related issues.</p>

5. *Skills Development for Inclusive Service Delivery - Training*

Stakeholders Involved – CSS and EIC

Action	Timeline	Comment
<p>5.1 Meet with CSS to consider communication planning.</p> <p>5.2 Identify an external trainer to deliver education and professional development in the following areas: cultural competency, understanding and mitigating unconscious bias, anti-racism and approaches to combatting bigotry on the basis of Indigeneity with a particular focus to de-escalation, the exercise of discretion, response and prioritization. This professional development should be longitudinal in nature - perhaps 3 full or</p>	<p>Fall 2019 – first meetings with CSS</p> <p>February 2020- Prepare RFS</p> <p>Finalize facilitator selection</p>	<p>Cost allocation to be discussed.</p>

<p>half days over a period of 6 months – and involve opportunities for both reflection and learning transfers to work.</p>	<p>March, 2020 – Delivery of Professional Development Services and report from facilitator June-Dec 2020</p>	
<p>6. EDI Principles in CSS’s Mission and Vision Stakeholders Involved – CSS, OQI, and EIC</p>		
<p style="text-align: center;">Action</p> <p>6.1 CSS leadership to create a communication plan to share the department’s commitment to inclusive service delivery in all aspects of its work.</p> <p>6.2 With the assistance of EIC, CSS leadership to create a statement of values and beliefs that reflects the department’s aspirations to strengthen EDI visibility and influence in its work.</p> <p>6.3 CSS to incorporate EDI values into new service excellence communications currently being discussed with OQI. OQI may also provide communications support in this endeavour.</p>	<p style="text-align: center;">Timeline TBD</p>	<p style="text-align: center;">Comment</p>

7. *Accountability and Evaluation Framework*

Stakeholders Involved – CSS and EIC

Action	Timeline	Comment
<p>7.1 CCS leadership to set specific targets to measure progress against efforts to implement the recommendations.</p> <p>7.2 Identify the type of data that needs to be collected to establish a baseline measure and a benchmark against which CCS can evaluate the initiatives to implement the recommendations.</p>		<p>Metrics may include:</p> <ul style="list-style-type: none">- Positive evaluations from students from engagement and educational exercises.- CSS officer progress along the IDC (Intercultural Development Continuum)- CSS officer demonstration of knowledge transfer to work- Delivery of employment and recruitment systems review report.- Others consistent with this action plan