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.

Last Updated: Sept. 10, 2020

1. Community Engagement – Strengthening Positive Relationships Through Community Connections		
Stakeholders Involved – CSS, EIC, SEO & CUSA		
Action	**Timeline**	**Comment**
1.1 Co-ordinate meetings with stakeholders to review existing community engagement activities.	1.1: Sept -Dec 2019 – start the conversation (Completed/Ongoing)	
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.	1.2: Ongoing	The Engagement and Inclusion Officer (EIO) will collaborate with campus stakeholders to identify opportunities to enhance 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. 2.3 EIC to provide support to CSS to move away from re-active response to pro-active collaboration. 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.	2.1: October – Dec 2019 – start the conversation Plan first meeting with stakeholders for January 2020 (Completed) 2.2. Meetings are ongoing 2.3: Ongoing 2.4: In-Progress (CSS and EIC have regular status report meetings)	The goal of safety planning is to enhance individual and various 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. CSS is also liaising with external post-secondary partners about leading practices in this area.
3. Service Excellence – Enhance Efforts to Increase Diverse Representation Among CSS staff		
Stakeholders Involved – CSS, HR, EIC & OQI		
Action	**Timeline**	**Comment**
3.1 EIC, CSS leadership and HR to identify key challenges and opportunities in CSS's hiring practices. 3.2 Prepare Request for Service (RFS) 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.	3.1: Nov. 2019 (Completed/Ongoing) 3.2: February 2020 (Completed) 3.3: May 30, 2020 – Finalize hiring the consultant (Completed)	Partners to consider allocation of cost within the university.

Service Excellence – Enhance Efforts to Increase Diverse Representation Among CSS Staff – (Cont'd)		
Action	**Timeline**	**Comment**
3.4 The consultant shall also develop and facilitate Inclusive Hiring Practices Training to CSS senior staff based on results from employment systems review.	3.4: August 2020 – Systems Review complete and implementation timetable developed	3.4 Note: *The review of report is ongoing and CSS will engage with EIC and HR on recommendations.* *A report-out to stakeholders is planned and date is to be confirmed.*

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**
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.	4.1: Initial conversation with CSS starts fall 2019 (Completed) Conversation with all Stakeholders starts Winter 2021 (In-Progress)	This 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. Establishing yearly meetings around the issues will facilitate more collaboration and proactive engagement. CSS participated and presented at Inclusion Week (2019) addressing Hate propaganda and related issues.

5. Skills Development for Inclusive Service Delivery - Training		
Stakeholders Involved – CSS and EIC		
Action	**Timeline**	**Comment**
5.1 Meet with CSS to consider communication planning. 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 half days over a period of 6 months – and involve opportunities for both reflection and learning transfers to work.	5.1: Fall 2019 – first meetings with CSS (Initial meeting held and ongoing meetings in progress) 5.2: January 2021- Prepare RFS 5.2 Finalize facilitator selection January 2021 – Delivery of Professional Development Services and report from facilitator June-Dec. 2021	5.2: Cost allocation to be discussed. CSS leadership has identified and provided opportunities for staff to participate in the Canadian Police Knowledge Network online training courses to augment ongoing learning about crisis intervention and de-escalation, racial bias awareness, for example.
6. EDI Principles in CSS's Mission and Vision		
Stakeholders Involved – CSS, OQI, and EIC		
Action	**Timeline**	**Comment**
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. 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.	6.1/6.2/6.3: TBD	The communication plan will align and reflect Carleton's University's identified priorities in Equity, Diversity and Inclusiveness.

EDI Principles in CSS's Mission and Vision (Cont'd)		
Action	**Timeline**	**Comment**
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.		

7. Accountability and Evaluation Framework Stakeholders Involved – CSS, EIC, HR		
Action	**Timeline**	**Comment**
7.1 CSS leadership to set specific targets to measure progress against efforts to implement the recommendations. 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.	7.1/7:2: TBD	Metrics may include: - 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 Once baseline is established, annual reviews will be planned to identify areas for continuous improvement.