Division of Campus Safety Recruitment Plan 2020

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This Recruitment plan focuses on the Division of Campus Safety's recruiting strategies and goals in conjunction with the University's Equal Employment Opportunity Plan. Annually, the Division of Campus Safety conducts an analysis to examine and assess the degree of success resulting from the implementation of the recruitment plan, making modifications and revisions when appropriate and applicable.

Introduction

The University of Denver and its Campus Safety Division is an equal opportunity employer. The Division is committed to recruiting and hiring only the most highly qualified of candidates. Highly qualified personnel who receive professional training, supervision and written directive guidance can be expected to successfully deliver effective campus security services within the University of Denver.

Campus Safety Officers provide services to people who live at, work at and visit the University of Denver and also to those who travel through the campus in motor vehicles, bicycles, and on foot. University of Denver Campus Safety Officers therefore serve a "community" which is ethnically, racially and religiously diverse as is the neighborhood surrounding the campus.

The University of Denver and its Campus Safety Division believe that one component of effective policing is an organization whose personnel reasonably represent the diversity of the community it serves. Purposeful recruitment of qualified candidates who represent the diversity of the University of Denver's population is consequently one strategy for effectively meeting this objective. It is due to these beliefs that the Recruitment Plan was developed with very specific objectives, as well as an action plan to facilitate attaining those objectives.

This plan focuses on the Campus Safety Division's recruiting processes, which will occur during the life of this plan in conjunction with the University of Denver Equal Employment Opportunity Plan. Every year an analysis will be undertaken to examine and assess the degree of success resulting from the implementation of the recruitment action plan and the plan will be revised as needed.

Administration of this Plan

The Special Support Services shall be responsible for administering the recruitment plan and works in partnership with the University of Denver's recruiting team within DU Shared Services. The Special Support Services is responsible for oversight of the Division's recruitment function and the completion of the annual analysis of the Division's recruitment plan. The Director is responsible for the evaluating progress and strategies to meet stated objectives.

Campus Safety Annual Analysis

The goal of Campus Safety is to achieve an ethnic, racial, and gender workforce composition in the approximate proportion to the makeup of the DU Community. Below are the diversity numbers for the Division.

Protective Services Officers (20 of 25 Authorized Strength)

Measure	Target	CY2016	CY2017	CY2018	CY 2019	One Year % Change
Percent female	17%	18%	20%	13%	15%	15.38%
Percent minority	Comparative Makeup	32%	36%	32%	35%	9.38%

Administrative Staff-Division (20 of 23 Authorized Strength)

The Administrative support staff for the Division is comprised of 30% (6) females and 70% (14) males. Diversity among administrative staff is lower as compared to Patrol. With 90% (18) white, 5% (1) Black or African American and 5% (1) Hispanic or Latino. Currently there are three (3) vacancies.

Combined Division Totals

Campus Safety Division Totals	CY2019
Domestic Minority	12.5%
Male	77.5%
Female	22.5%

DU Community Overview

DU Demographics: The University of Denver has a very diverse population (student body only). Data is from: DU Research & Sponsored Programs 2019 (most current data as of this report):

Race/Ethnicity-Fall 2019	Percent of Total Students
American Indian or Alaska Native	0.4%
Black or African American	2.5%
Native Hawaiian or Other Pacific Islander	0.1%
Asian	3.1%
Hispanic or Latino	10.5%
Two or More Races	6.3%
Total Domestic Minority	**22.9%**
White	72.0%
International (non-resident alien)	3.8%
Unknown	1.2%

Gender-Fall 2019	Percent of Total Students
Total Domestic Minority	22.9%
Female	56.9%
Male	43.0%

Faculty	Percent of Total
Domestic Minority	19.79%
Female	48.49%
Male	51.51%

Staff	Percent of Total
Domestic Minority	21.88%
Female	63.57%
Male	36.43%

Based on the numbers above, the Campus Safety staff has a lower percent of Domestic Minority staff at 12.5% vs. the DU Community Domestic Minority numbers at 21.88%. The female/male ratio in the Department is low based on the DU Community numbers with only 22.5% being female.

Analysis of Progress during 2019

It is worth noting that the size of our division is small and a single addition or subtraction of a particular person can result in a seemingly large percent change in the overall number. Having said that, a statistical analysis of the changes in our department during 2019 indicates that we have lost some ground on maintaining our females staffing throughout the year. There is a .67% deficit in female staffing between CY2018 and CY2019.

Additionally, our domestic minority percentages decreased over 2019. There is a 7.5% deficit between CY2018 and CY2019.

We now have the ability to track all applicants for the Campus Safety Officer position by gender and ethnicity. We will begin to use this data to track our success in recruiting under-represented groups to apply for these positions.

	White Female	White Male	Black Female	Black Male	Hispanic Female	Hispanic Male	Other Female	Other Male	Chose not to Self Identify
Applicants Received	2	14	0	10	0	0	0	2	1
Applicants Hired	1	5	0	0	0	0	0	0	0

Based on the above analysis, the Division's leadership felt the need to modify and revise the plan for this coming period, CY2020 to increase effort in the recruitment of minorities, especially in the area of female applicants for the Campus Safety Officer position. This began in the 4th quarter of CY2019 and included the following:

- The Division made improvements in our printed recruiting material which is more widely distributed through our staff and several other recruiting outlets like other college and university career counseling offices.

- The Division's Office of Compliance and Administration took over management of the selection and hiring process from the University's Shared Services due to their increase in workload and overall responsibilities for the entire University. We continue to work closely with the Recruiting Office in Shared Services. This has allowed us to become more involved and engaged with the applicant after they apply to when selections are made. Communication flow has improved which results in better retention of an applicant as they go through the process.

- The Division of Campus Safety has restructured the testing requirements for its Campus Safety Officer positions. Aligning the physical assessment requirement with an outside vendor and eliminating an in- house testing process which was negatively impacting our recruitment pool Especially, the ability to recruit out of state applicants or those that were not located within a reasonable driving distance to the University.

- The Division of Campus Safety began evaluating alternate testing processes for its Campus Safety Officer and Communications Technicians positions, to include the possibility of outside vendors, to eliminate an in-house testing process that might negatively impact recruitment pools for these positions. Remote

online testing and remote interviewing are already in place and these processes will continue to be evaluated to ensure the process is still operating efficiently while increasing the manner in which we can accept, test and screen applicants that cannot physically come to the campus.

- The Division of Campus Safety will continue to explore ways to make its' selection and hiring processes for all positions applicable to each respective position, conducted in an consistent and fair manner and being cognizant of any barriers that would negatively affect the recruitment pool.

- The Division as a whole has expanded and improved our presence in the campus policing community throughout Colorado and with increased attention on minority recruiting efforts I believe that we will be able to improve our diversity as we move through 2020.

Potential Barriers

Entry-level Campus Safety Officer Positions are limited to applicants of at least 21 years of age with a high school diploma or equivalent, physically and mentally able to perform the required functions, and being of good moral character and habit. In addition, the applicants must possess or have the ability to obtain a Colorado driver's license, have or obtain a current certification in CPR and first aid, pass a background investigation and reference checks. Given all the aforementioned requirements for employment, the pool of candidates from the population of Denver is relatively small, and is reflected in the demographics of candidates.

Law Enforcement Demographics: Based on the latest numbers, the national average for females in the law enforcement profession is 17%. Our Division numbers as of this report (12.31.19) stand with 8% female Campus Safety Officers in the Division's workforce.

Young people continue to not perceive law enforcement/security as a preferred profession. Surveys have shown that young people believe the negative stereotypes of the quality of life of Law Enforcement/Campus Safety officers and over rate the dangers of the job. This lack of interest from young people is exacerbated when looking at numbers from female and minority groups. Recruiters across the country are looking at how to combat the negative media attention and better educate young people about the realities and benefits of this profession.

Recruitment

Current Strategies

The University of Denver Campus Safety Division employs a recruiting campaign designed to attract qualified minority and female candidates for the position of entry-level Campus Safety Officers. Our recruiting methods range from advertising in local media, national trade publications and on the University website, and personal and organizational contacts. We currently include in recruit advertisements that the University of Denver, Division of Campus Safety is an equal opportunity employer.

Objectives 2020

The Campus Safety Division has established the following objectives for this plan:

1. Attract quality applicants that are representative of the demographic composition of the available workforce in Denver and our campus community to our recruitment pool, with the objective of increasing their representation in our ranks.
2. Representing within the Division the demographic composition of the community we serve.
3. Based on the analysis in the previous pages, we will focus efforts on maintaining and increasing our female and minority representation. Create Action Plan that address some goals of increasing the recruitment of qualified females for the Campus Safety Officer position through coordinated efforts with our internal and external HR partners.

Plan of Action

Plan of Action

In order to meet the aforementioned objectives, the following are strategies that will be used:

- Involve female officers or officers of minority status within the Division to actively encourage recruitment of potential candidates.
- Recruit/encourage female and minority officers to become instructors for community programs.
- Involve female and minority officers in public meetings with various community groups as department representatives.
- Work to get young people informed about campus security as a career. This may be accomplished through Division supported student programs and officers developing relationships with students and student groups.
- Encourage officers to join/mentor student groups such as Hawaiian Student Organization, Hillel House, Liaison with the Pan Hellenic Council, Student Government Organizations and other professional/student organizations on campus as a recruitment tool.
- Conduct recruitment activities at campus events which have significant female or minority student body representation, as well as during job fairs, and career workshops.
  - Staff recruiting tables at on campus diversity job fairs.
  - Encourage use of the ride-along program for students and others interested in a career.
  - Connect with minority student organizations for work-study students/internships.
- Take advantage of every opportunity to work with Affinity groups on campus and Human Resources (HR) Department to promote the Division to quality candidates.
- Encourage female and minority officers to serve as liaisons with campus groups such as Staff Advisory Council, Staff of Color Organization, Women's Coalition, Latino Community Forum and Queer University Employees.
- The office of Equal Opportunity has agreed to help the Division of Campus Safety reach women and minority potential applicants with organizations that they are connected with and that the greater university advertise to in an effort to further diversify our staff.
- Heavily promote and market the University's benefits with specific focus on the University's tuition waiver which provides full time employees with nearly 100 percent coverage of Tuition costs.
- Increase awareness of the Division of Campus Safety's job functions and work environment through marketing techniques that include an increased social media presence.

All hiring for CSO and Communications Technicians have been placed on hold by order of the university. Further instructions regarding the resumption of hiring will be known on or after June 30, 2020. Until approved, we will utilize Campaign in the hiring system which will allow us to collect resumes during the time we do not have a job posting. This will allow us to stay connected to applicants and let them know when a posting is active. The recruitment plan will be revised to include scheduled selection and hiring activities when they resume.