



Division of Campus Safety Recruitment Plan 2021

Mike Holt

Prepared: March 24, 2021

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 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 the Recruitment Plan

The Special Support Services shall be responsible to administer the recruitment plan by overseeing recruitment and ensuring that they participate in completing an annual analysis. The Director is responsible for 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.

Current Security Guard License Holders

Male	19
Female	4
Total	23

Division

Male	27
Female	8
Total	35

Security Guard License Holders (23 of 25 Authorized Strength)

Measure	Target	CY017	CY2018	CY2019	CY 2020	1 Year % Change
Percent female	17%	20%	13%	15%	17%	13.33%%
Percent minority	Comparative Makeup	36%	32%	35%	31%	-11.42%

The Administrative support staff for the Division is comprised of 6 females 7 males. Diversity among administrative staff is lower as compared to Patrol. With 13 white staff and 1 Black or African American staff member.

Combined Division Totals

Campus Safety Division Totals	2019	2020
Domestic Minority	12.5%	22%
Male	77.5%	77%
Female	22.5%	23%

DU Community Overview

DU Demographics: The University of Denver has a very diverse population (student body only). Data is from: DU Research & Sponsored Programs 2020 (most current data as of this report):

Race/Ethnicity-Fall 2019	Percent of Total Students
American Indian or Alaska Native	0.48%
Black or African American	4.16%
Native Hawaiian or Other Pacific Islander	0.16%
Asian	3.97%
Hispanic or Latino	13.23%
Two or More Races	4.69%
Total Domestic Minority	26.70%
White	67.01%
International (non-resident alien)	4.53%
Unknown	1.76%

Gender-Fall 2020	Percent of Total Students
Total Domestic Minority	22.70%
Female	60.39%
Male	39.30%

Faculty	Percent of Total Faculty
Domestic Minority	20.83%
Female	48.05%
Male	51.95%

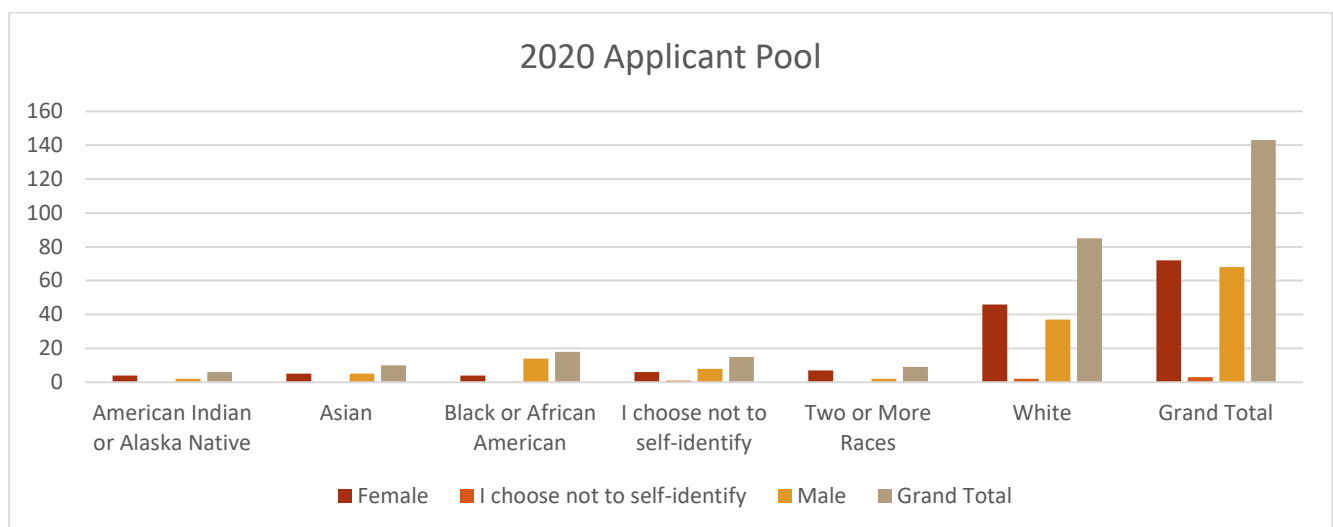
Staff	Percent of Total Staff
Domestic Minority	25.08%
Female	63.34%
Male	36.65%

Based on the numbers above, the Campus Safety Domestic Minority staff at 22% vs. the DU Community Domestic Minority numbers at 22.70% is on par. The female/male ratio in the division is low based on the DU Community numbers with only 23% being female.

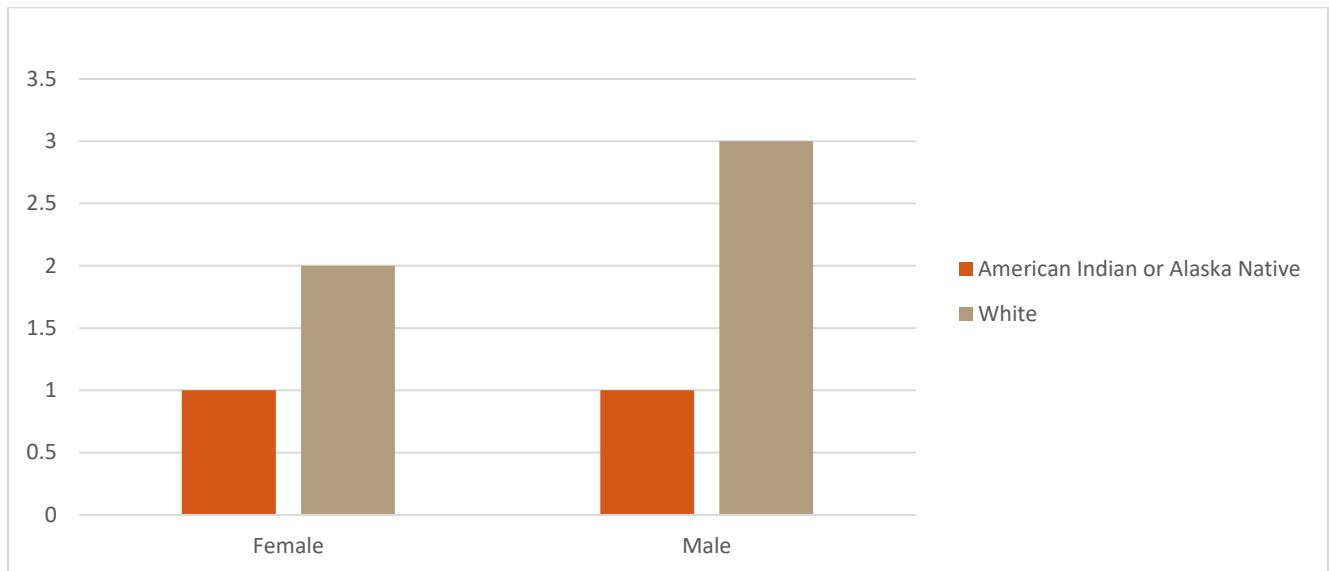
Analysis of Progress during CY2020

It is worth noting that the size of our division is small, and a single addition or subtraction of a 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 2020 indicates that we have made modest gains in the patrol area but are off slightly with our minority staffing levels.

We now can track all applicants for the Campus Safety Officer position by gender and ethnicity, if the applicant chooses to be identified. We will begin to use this data to track our success in recruiting under-represented groups to apply for these positions. The chart below represents the applications received in 2020.



In 2020, Campus Safety hired 7 officers from the pool above, 4 males and 3 females, 2 of the hired applicants identified as American Indian or Native Alaskan.



Our work with the recruiting plan for 2020 is highlighted below:

- The division has 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.
- Increased female and minority officer involvement in our recruiting efforts in the community and in positions that interact with the community on a regular basis.
- We continue to work closely with the Recruiting Office in Shared Services. This office will be assigning a recruiter to work with Campus Safety directly to help us navigate the internal processes for posting, interviewing and hiring for vacancies in our division.

The division 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 2021.

The work we have done in 2020 to outline our recruiting process and streamline the timeframe from application to hire date will continue to be beneficial for all our recruiting efforts moving forward.

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 can obtain a Colorado driver's license, have or obtain a current certification in First Aid/CPR/AED, and pass a background investigation which includes reference

checks. Given all the 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 16%. As of this report, our Division has a 17% female representation.

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.

Resource: US Department of Justice, Office of Justice Programs Bureau of Justice Statistics, “*Local Police Departments: Personnel*”, January 26th, 2021 https://www.bjs.gov/content/pub/pdf/lpd16p_sum.pdf

Recruitment Strategies

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, the University website, and personal and organizational contacts. Recruitment advertisements currently highlight the University of Denver Campus Safety Division as an equal opportunity employer.

Established Objectives 2021:

1. Create equity in the demographic composition of ranks by attracting quality applicants to our recruitment pool that are representative of the demographic composition of the available workforce in Denver and our campus community.
2. Increase female and minority representation through retention and recruitment focused on these demographics.
3. Consider process changes that may increase overall candidate retention through the hiring process.
4. Create a culture of recruitment that embraces differences and the value it brings to the division by providing women and minorities the necessary resources and opportunity to mentor and train new employees.

Plan of Action

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 can obtain a Colorado driver's license, have or obtain a current certification in First Aid/CPR/AED, and pass a background investigation which includes reference

Plan of Action

The "Action Plan" will address some goals of increasing the recruitment of qualified individuals from these groups through coordinated efforts with our Shared Services Division.

To meet the objectives, the following are strategies that will be used:

- Treat candidates like customers by being respectful of their time, being hospitable when they are onsite, and designating an available point of contact.
- Build a diverse Recruitment Team with a minimum of four employees appointed, recruited or approved by the Commander of Special Support Services by June 2021.
- Offer campus tours or ride-alongs to candidates who move forward to the interview phase through email communication from the designated point of contact. Tours or ride-alongs to be facilitated by Recruitment Team members.
- Give applicants a glimpse into the company culture by sharing photos and videos of the workplace on social media. Task the Recruitment Team to create this material.
- Develop an employee referral program with contests or incentives to encourage employees to refer talent by January 2022. Task the Recruitment Team to develop the referral program.
- Create compelling job descriptions with a captivating summary and inclusive language for minority groups and veterans. Network with our university partners in the Office of Equal Opportunity and Recruiting Services to update current job descriptions by January 2022.
- Improve the interview process by maintaining a diverse pool of 10 personnel trained to serve on hiring boards. Include peers in this pool to provide candidates accurate descriptions of the day-to-day experiences and expectations.
- Communicate future openings to desired applicants by email and invite them to follow Campus Safety on social media. This should be inclusive of ranked past applicants.
- Task the Recruitment Team to create a system to speed up the hiring process by 7 days before January 2022.
- Create a career tab on the division webpage to showcase diversity and employer branding by January 2022.
- Use data to improve hiring process. Start by retaining application completion rates for all 2021 hiring processes to be analyzed by the Recruitment Team in January of 2022.
- To build a culture that embraces differences, the field training portion of new hire onboarding will include a minimum of (1) week with a female or other minority trainer.

The Division's Recruitment Plan is considered a living document and is reviewed periodically throughout the year. Revisions to this plan are conducted as needed.