**UPPS Taking Action Efforts**

UPPS workgroups are developing specific, evidence-based action recommendations that address the opportunities discovered within each of the following themes. These themes were identified by listening to staff voices. The UPPS VTA workgroups are as follows:  
 -Change Management  
 -Diversity, Equity, and Inclusion  
 -Enhancing Accountability  
 -Input, Appreciation, and Recognition  
 -Internal Communication and Transparency  
 -Line Staff/Senior Leadership Relations  
 -Managing Projects and Prioritizing Work  
 -Organizational Decision-Making  
 -Training and Development  
 -University Park/Commonwealth Campus Relations

Additionally, bi-monthly Coffee Hours with the associate vice president occur, which includes a meeting with all UPPS employees, a meeting with police supervisors, and a meeting with staff members,   
  
the following summarizes Taking Action efforts currently occurring across the various units within UPPS:

* + Ongoing participation in UPPS Voices to Action initiative.
  + Ongoing and regular Candid Conversations with staff.
  + Supervisors and manager endeavor to lead by example to build trust within the department.
  + Diversity, Equity, and Inclusion (DEI) Director has been an integral part of the revamping of UPPS recruitment and onboarding process.
  + Diversity, Equity, and Inclusion Director has been leading the DEI Voices to Action sub-group and also leads the UPPS strategic planning DEI sub-group
  + Lead Team members leading other VTA workgroups to engage staff
  + Leadership, including DEI Director, scheduled one on one meetings with various members in the department to establish closer relationships and build trust
  + Leadership has suggested and participated in various diversity trainings for UPPS members to learn and engage in dialogue
  + DEI Director has assisted with employee personal matters and has an open virtual door for anyone to reach out to her with ideas or concerns
  + Leadership provides regular updates from both leadership team meetings and other meetings, to keep staff informed.
  + Bi-weekly one on one meetings are held to cover not only work topics, but any discussions the employees wish to have.
  + While creating a culture of trust, leadership continues to be transparent in explaining the background, reason and methods behind decision making processes and work expectations.
  + Leadership has partnered with HR and staff in revising JRW’s so that they were consistent and set clear expectations among the individuals on the team.
  + Physical Security director holds 1:1 rounding meetings with all employees on team to explore concerns, issues, and appreciation.
  + At each Physical Security all staff meeting, we start with a candor question to encourage participation which leads to better input from members during the meeting.
  + PIO to create internal communications plan that will allow UPPS to be more strategic with its communication to employees, including in a way that is more transparent and helps build trust.
  + PIO and COP Coordinator are hosting quarterly meetings with the COP Unit to improve information by discussing relevant items in a detailed way in an environment where COP officers can ask questions and get immediate responses.
  + PIO publishes a quarterly UPPS newsletter which spotlights a UPPS employee, provides a message from the AVP and updates from the unit heads, and showcases other important initiatives that are occurring with the organization. The Records and Compliance Unit meets bi-weekly to check-in with each other.  We spend the time getting to know one another and setting daily work goals and resolving issues.
  + Leadership hosted a “no work talk” picnic at my house for my staff and their families.  We spent time getting to know one another and sharing a meal.  We hope to do this more often.
  + Leadership models respect, accountability and integrity and provide a safe place for sharing thoughts and ideas
  + University Park Police Supervisors were asked to participate in the following trainings offered in LRN:
  + Active Listening: Improve Your Ability to Listen and Lead
* Encouraged conversations through one-on-one with employees to listen to concerns and suggestions resulting in
  + Small operational changes
  + Understanding the “why”
  + Fostered openness and commitment
* HQ Administration Unit conducted an exercise around workplace communication fostering:
  + Personal needs in a work setting
  + Personal motivators and pet-peeves
* Utilizing Microsoft Teams has enabled us to:
  + Increase collaborative communication through dedicated channels
  + Widely share information efficiently
  + Provide open discussions related to all topics, projects, and initiatives within UPPS
  + Manage projects more effectively while providing employees at all levels of the department the opportunity to participate on committees
* Voices To Action
  + The Voices to Action initiative underscores our collective commitment to listen, learn, invest, and grow.
  + Through the utilization of listening sessions, UPPS was able to identify strengths as well as opportunities for improvement based on the direct feedback from our employees.
  + Common trends were identified, and focus groups were formed to address these identified gaps and provide action steps as well as metrics for success to be deliberate in our efforts for continuous improvement.
  + Police Officer-Senior Leadership relations was identified as one of those opportunities. Focused on building relationships and enhancing trust between first-line officers and senior leaders, the team assigned to this task will continue to focus on improving relationships at all levels of the department.
* Professional Standards Position
  + With the creation of our professional standards lieutenant, the department now has a dedicated employee to assist in ensuring consistency in policy implementation, professional workplace behavior, addressing misconduct in a consistent manner, and ensuring consistency throughout the department.
* Members of the UPPS leadership team are traveling to campuses several times throughout the month to connect with UPPS employees and to build relationships with stakeholders across the commonwealth, to include chancellors and directors of business services.
* Chief’s Huddle (a meeting that includes the deputy chiefs, executive deputy chiefs, the chief and associate vice president) is held twice weekly is intended to align leadership.
* Associate vice president, and other members of UPPS senior leadership, participate in unit-level meetings as time permits, to promote collaboration and transparency.
* Leadership is sponsoring a staff-driven Health, Wellness, and Safety (HWS) Initiative. As professionals in the public safety industry, it is critical to have access to tools that support health and wellness. The UPPS HWS initiative will expand upon resources currently available through the University, developing a holistic program that emphasizes on safety through education, empowerment, and support to employees.
* UPPS deploying an internal intranet to enhance communication and ensure internal transparency and accountability.