



Natural Resources Research Institute

UNIVERSITY OF MINNESOTA DULUTH

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URGE Management Plan for NRRI, University of Minnesota

This should be a plan to incorporate deliverables into your organization as you continue to develop, assess, and finalize policies and resources. You may want to adjust the format of this for more comprehensive plans, but this covers the essentials.

Deliverable	Existing Policy or Resource?	Initial Point of Contact(s)	Where It Is or Will Be Posted	Review/Update Interval	Racial Risk Assessment?	Training Recommended?	Approval, Check, and/or Consequence
Complaints and Reporting Policy	Yes, but confusing. Many types of reporting so difficult to find what you need	Various reporting mechanisms based on the nature of the complaint - recommend direct supervisor to start	On University website, but recommend NRRI consolidate links to intranet	Reviewed by University teams but interval unknown. Have NRRI personnel assigned to keep documentation up to date and accurate on intranet	Not planned?	Yes - first make staff aware of where the information is located Specific training for supervisors on how to support staff and navigate the reporting process	Approval of policies or documents by URGE team and leadership team before posting to Intranet.

URGE

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Demographic Data	Yes, some resources, but none specific to NRRI	HR	Current data is publicly available, but not publicized or very visible	Annually at a minimum (specific to NRRI)	[see notes]	Staff would be informed at All-Staff meetings and research group meetings, with email follow-up No specific training required	Initial dissemination might need approval from UMD but hopefully this could become standard practice at some point
Policies for Working with Communities of Color	Nothing formalized with NRRI; UMN has some general resources; identified as an area with follow-up steps: trainings, land acknowledgments	Varies depending on inquiry: new UMN Tribal Liaison vs. HR vs. colleague vs. OED (Office of Equity and Diversity); need a resource of who to contact and why	Specific to NRRI = intranet (i.e. land acknowledgment for presentations in PP template); UMD/UMN OED/Diversity Offices... *Opportunities to integrate into Resource Map*	Recommended annually; who does this? <i>*Idea = sub-pod focused on BIPOC relations</i>	Yes - not planned at this time, but encourage URGE Pod to explore next steps	YES! Internally and from UMD/UMN - training from Karen Diver to NRRI staff...	Approval of policies needed before posting (review by sub-pod?); unsure at this time of the consequence...p potential to hinder relationship building if recommendations are not followed



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Admissions and Hiring Policies	Yes University policy/adapted for NRRI	HR at UMD	UMN/UMD website and NRRI Intranet (currently being updated)	No set interval, recommend annually	Not planned, Recommend URGE team starts this. Updated hiring policies should be sent to URGE pod for review	Yes, awareness of policy training for all supervisors and detailed training for search committee members	Review and Approval of hiring process recommended
Safety Plan	Yes, but needs to be updated to address diversity and inclusion	Jean Cranston [institute], pod members can advise/assist with DEI portion of safety plan	Employee Intranet (shared Google Drive)	2-3 year cycle for process and hazard, defined recycle rates depending on the context	Currently doesn't exist; recommended especially if we are going to add more language related to DEI	Yes; see notes below.	Needs to be approved by Safety committee, approved by Director, implement and document the training. Add DEI focused individual to safety committee

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<p>Resource Map</p>	<p>Some resources exist, but are not in a comprehensive resource map</p>	<p>HR / Supervisor - Policies with HR; additional resources with supervisor</p> <p><i>*Idea* Community Ambassador @ NRRl = someone who takes ownership, has a small portion of time funded by HR/central to help organize resources</i></p>	<p>*Could be discussed during on-boarding with Community Ambassador* Lives = Intranet Handed out upon hire</p>	<p>2x/year = comprehensive resource map; individual lab addendums as lab coordinator sees fit</p>	<p>Not planned, but resource map should be assessed from various perspectives to meet the needs of diverse communities and employees</p>	<p>HR would need to be familiar and comfortable navigating resource map</p> <p>Community Ambassador would have primary ownership and familiarity</p> <p>Staff would be informed at All-Staff meetings and research group meetings, with email follow-up</p> <p>No specific training required</p>	<p>Resource Map reviewed by URGE Pod members or future group of staff.</p> <p>Approval for funding would be needed to cover the effort of Community Ambassador.</p>
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Additional considerations for each deliverable (use this space to elaborate on table entries, organize it as appropriate for your pod):

- **Agreement** - Next steps will focus on creation of a charter between URGE Pod and NRRRI leadership; charter ties into NRRRI mission, vision, values, strategic plan.
- **Pod Guidelines** - The group is looking to identify how best to structure the Pod moving forward. Considerations are: subcommittees that dive deeper into a deliverable, continued reading circles and conversations, at-large members with rotating positions (2-3 year terms), Town Hall style meetings with staff, trainings with UMD OED, the need for Robert's Rules, leadership positions (chair, secretary, etc.), and related other guidelines that help this work continue moving forward.
- **Complaints and Reporting Policy** - Though NRRRI does not have much leverage around the University reporting policies, we can advocate for policy reform. The University HR policies are currently being examined and it might not be worth NRRRI taking on this large of a task at the moment if policy is going to be reformed. Navigating the UMD and UMN web pages was very difficult. The bureaucracy of the University system proves to be tough to follow. NRRRI is committed to consolidating University reporting policies into an easier to use format which will be posted to the staff Intranet (we will need to present this information to NRRRI staff so they are aware that this is available, and add to new staff welcome packet as well). Additional action items include: Transparent communication from leadership on investigations (as much as legally possible), Developing an NRRRI reporting policy and contract between staff and student workers, NRRRI point of contact for reporting questions?, and specific training for supervisors on how to support staff and navigate the reporting process.
- **Demographic Data** - *Point of contact*: should it be specific to UMD or reside more broadly with UMD? *Racial risk assessment*- not sure how greater visibility or more frequent reporting would affect the BIPOC community? *Next steps*- would there be issues displaying these data in some way on the NRRRI website (conflict with UMD, etc)?
- **Policies for Working with Communities of Color** - There are a number of action items that should be considered from this deliverable including making formalized resources/documents that outline policies and best practice recommendations for working with communities of color. Additional resources focused on communities in the northern Minnesota area may be helpful. For example, creating a list of collaborators from communities of color in our area would help researchers identify potential collaborators earlier in the proposal/idea process and may help foster new collaborations. Providing support/funding for NRRRI staff to present research to local communities in multiple formats (i.e., not just lengthy reports or publications may also initiate new collaborations). Other ideas specific to NRRRI and our



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community include: 1) list of communities in our area doing similar research (posted on NRRI intranet?), 2) creating land acknowledgement resources to include in presentations and reports, 3) coordination of yearly or biyearly training or meetings with new tribal liaison, Karen Diver, 4) create guidance document for grants department and researchers for submitting proposals with tribal communities, and 5) designate funding for researchers to build relationship with communities of color and purchase honorariums when working with local tribal communities. Racial risk assessment on this deliverable is planned for August, then we will revise the deliverable if necessary. Training is needed for staff, both so they understand the importance of this new policy as well as for how to implement the policy itself. Approval process can be incorporated into travel approval, e.g. check if travel or work will involve communities of color and has this new policy been reviewed and followed in the plans for this trip; consequence of not following policy would be assigned readings and additional training.

- **Admissions and Hiring Policies** - We identified a number of policies specific to NRRI that need to be reviewed and potentially updated. These include: 1) review background check/driving process, 2) review/update policies related to hiring/job search practices (e.g., activate search committee while drafting job posting, ensure job posting minimum requirements are valid and do not exclude people of specific backgrounds, cultures, potential strategies we should adopt to remove bias and add bias checkpoints throughout the process, creating diverse search committees (define), developing standard rubric for hiring and evaluating candidates, committee works with designated HR person during hiring process), 3) provide resources for active recruiting (e.g., guidance on where to post jobs provided by URGE, job board on NRRI intranet, diverse posting sites), 4) continue dialogue about hiring practice concerns such as not having open searches and providing specific candidate directly to HR, 5) Consider offering the option of including a diversity statement with all job applications, and 6) Training on biases and hiring policies for those participating in hiring committees.
- **Safety Plan** - With racial risk assessment we need to think about how policies might unfairly impact BIPOC employees. *Training:* we don't have training that addresses this at the moment; training is recommended for all teams not just those performing field work. Possibly bring in someone external who is more versed in these issues for the training? *Next steps:* the work to create, approve, implement, and document this training is fully funded. Possibly include someone from URGE pod on safety committee.
- **Resource Map** - There is no current resource map for NRRI, but this could be part of onboarding and/or orientation and incorporated into the employee handbook. The approval can be incorporated along with the admissions and hiring policy, as part of a proposal to hire a staff member or admit a student then HR would check that the person they report to has a plan to go through the resource map with them.



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- **Notes from Eagle Eyes:** Making a plan for continuation and growth is critical. Give Rolf a plan for what that would look like. Want to see NRRRI URGE Pod continue in some form (addition of new members from NRRRI); a community change team. Focus on 2 to 3 initiatives at a time to make sure that they are completed. If Change Group is of sufficient size subcommittees can work on specific goals. Some policies may come together from UMD (system-wide) that we could leverage, but there should be individual initiatives tailored to NRRRI. For example, hiring policies at NRRRI, safety policies at NRRRI, etc. Gap analysis of existing resources in terms of DEI initiatives. URGE Pod put together a one-page document (a plan) on lessons learned, needs, and where we want to go. Invite others to join the initiative (expand membership). We want to make sure that we are not missing critical voices to these conversations that may not have been able to join the URGE Pod due to scheduling conflicts. Don't be afraid to get started while trying to perfect policies.



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Pod Members	Initials
Meagan Aliff	MNA
Steve Berger	SJB
Christopher Filstrup	CTF
Megan Gorder	MDG
Cally Hunt	CRH
Kristofer Johnson	KTJ
Lucinda Johnson	LBJ
Brett Spigarelli	BPS
Tiffany Sprague	TAS
Rolf Weberg	RTW
Holly Wellard Kelly	HAWK