Office of the President

TO MEMBERS OF THE ACADEMIC AND STUDENT AFFAIRS COMMITTEE:

<u>**DISCUSSION ITEM**</u>

For Meeting of July 29, 2020

ACCOUNTABILITY SUB-REPORT ON DIVERSITY: STAFF DIVERSITY OUTCOMES

EXECUTIVE SUMMARY

The Annual Accountability Sub-Report on Diversity is prepared as part of ongoing efforts to ensure greater accountability across the UC system and utilizes data contained in the 2019 UC Accountability Report.

This July 2020 report provides an overview of staff diversity trends and outcomes. Results from the 2019 Staff Engagement survey have also been included to better understand staff experiences of the workplace climate across diverse staff populations. Key findings from these reports include the following:

- Staff are the second largest constituency in the University community, with a population of over 125,400.[1]
- Compared to students and faculty, UC staff are the most racially and ethnically diverse population. Nearly one in three (32 percent) UC staff are from underrepresented racial and ethnic groups (URG) compared to 29 percent of undergraduates, 13 percent of graduate academic students, and ten percent of ladder-rank faculty.
- Asians and Hispanic/Latino(a)s—both domestic and international—staff are the fastest growing populations among UC staff. The percentage of Native American staff (including Native Hawaiians) has consistently remained below one percent for the last decade.
- The senior management group (SMG), which is made up of Vice Chancellor–level positions and above, is largely White (64 percent) and male (62 percent). The share of URGs in the SMG level has steadily increased from 13.6 percent in 2009 to 17.6 percent in 2019. Women in the SMG level has increased from 32.3 percent in 2009 to 38.2 percent in 2019.
- Nearly two out of three (64 percent) UC staff are women; in the UC Health locations, women make up over 70 percent of all staff.
- Turning to workplace climate, the 2019 UC Staff Engagement Survey indicates that Native Americans, African Americans, persons of non-binary gender, and persons from

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[1] For the purposes of this report, "staff" refer to non-student and non-academic employees.

underrepresented sexual orientation groups have a significantly less favorable experience of University workplace culture than other employee groups.
- To address both workplace climate and representational diversity, UC provides a vast array of systemwide and campus level professional development opportunities as well as trainings on inclusive hiring and implicit or unconscious bias in the workplace.

BACKGROUND

UC is one of the largest employers in California, and UC staff is the second largest constituency group at UC (compared to students and faculty). Over 125,400 employees classified as non-student and non-academic staff (hereafter "staff") work at UC locations, including general campus locations, UC Health locations, Agricultural and Natural Resources, and UC Office of the President.

The University of California remains dedicated to building a more diverse, equitable, and inclusive workforce, particularly in places where racial/ethnic groups and women are underrepresented in contrast to their overall representation in the labor market. Below is a snapshot of the diverse roles and specialized responsibilities held by UC staff:

- academic advisors
- admissions officers
- campus communications
- career counselors and internship coordinators
- chancellors and vice chancellors
- coaches
- clinical lab scientists
- cultural center directors
- data analysts
- deans of students
- development officers
- financial aid officers
- general counsel
- human resource managers
- information and technical support specialists
- internists
- judicial affairs and conduct officers
- marketing and public relations directors
- mental health and wellness professionals
- nurse practitioners and registered nurses
- police chiefs and officers
- public policy analysts
- residence life directors and residence hall advisors
- teaching and learning specialists

In addition to their core functions, some staff serve as advisers to student clubs and organizations, as support systems for students dealing with personal and peer conflicts, and counselors for underrepresented student populations experiencing marginalization or trauma due to their group identity.

While Proposition 209 and related case law limits some of the tools the University can use to achieve diversity in its workforce and student body, there are still tools and strategies that can be implemented to recruit and retain staff that meet or exceed national availability pools while at the same time advancing UC's global reputation and standing in research, teaching, and public service.

UC STAFF DIVERSITY TRENDS AND OUTCOMES – RACE AND ETHNICITY

At the University, the staff workforce is much more racially and ethnically diverse than the faculty or student body. Nearly one in three (31.7 percent) UC staff are from underrepresented racial and ethnic groups (URG). This compares to 29 percent of undergraduates, 13 percent of graduate academic students, and ten percent of ladder-rank faculty.

Mirroring national demographic changes, Asians and Hispanics/Latinos(as) were the fastest growing segments of the UC workforce, and Whites were decreasing in representation due in large part to retirement trends (Figure 1). In 2019, 38.5 percent of the UC workforce was White, 24.5 percent Asian, and 31.7 percent members of URGs. A little over one-third of the URG staff (34.3 percent) were a part of the Professional and Support Staff (PSS) – Non-Students employee group. Staff from URGs made up 13.1 percent of (Managers and Senior Professionals) (MSP) – Senior Professionals, 17.5 percent of MSP – Managers, and 18.1 percent of the Senior Management Group.

Of the underrepresented racial and ethnic populations, Hispanic/Latino(a) staff make up the largest proportion, accounting for 23.2 percent of the UC workforce. Hispanic/Latino(a) staff are concentrated in the PSS – Non-Students group at 25.4 percent, 8.4 percent of the MSP – Senior Professionals, 10.8 percent of the MSP – Managers, and 7.2 percent of the Senior Management Group. In 2019, UC Merced (38.8 percent), UC Riverside (35.1 percent) and UCLA (31.8 percent) had the largest proportion of Hispanics/Latinos(as) in their workforce. Both UC Merced and UC Riverside are designated Hispanic Serving Institutions.

The URG with the largest representation in the Senior Management Group is African Americans, with 11 percent representation; UC Riverside has the largest share of African American SMGs at 18.2 percent.

The number of Native American staff has decreased slightly for a decade and was still less than one percent (0.51 percent); no campus has more than one percent Native American staff. As a note, UC data on Native American staff are self-reported and do not include additional information regarding enrollment in federally and non-federally recognized tribes.

Figure 1: UC Staff by race/ethnicity and employee category, University-wide, select years, Fall 2009 to 2019
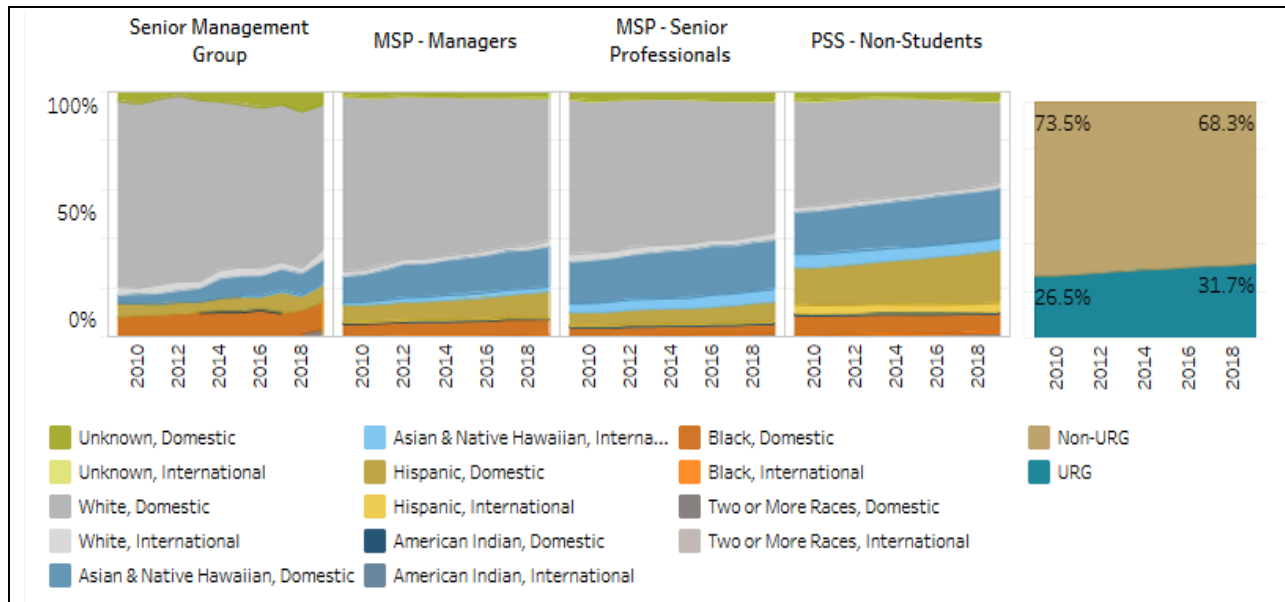
The campuses with the largest share of URG staff are UC Riverside (44.2 percent), UC Merced (42.3 percent), and UCLA (42 percent), as shown in Figure 3.

UC STAFF DIVERSITY TRENDS AND OUTCOMES – GENDER

The following section summarizes the gender diversity of UC staff systemwide. Only binary (man; woman) gender data has been collected and reported for the 2009–2019 period; UC began collecting non-binary gender data for staff in 2020.

In 2019, more than two out of three (64.4 percent) UC staff were women. For some context, at UC, women make up 33.5 percent of ladder-rank faculty, 53.4 percent of undergraduates, 42.5 percent of graduate academic, and 53.8 percent of graduate professional students.

While the inclusion of women across all employee groups is increasing, the representation of women across employee groups is uneven. As shown in Figure 2, women are underrepresented in the Senior Management Group (38.2 percent) compared to Managers (57.8 percent), Senior Professionals (52.1 percent) and Professional staff (66 percent). To address the underrepresentation of women in senior positions, UC has instituted several leadership development programs described later in this report.

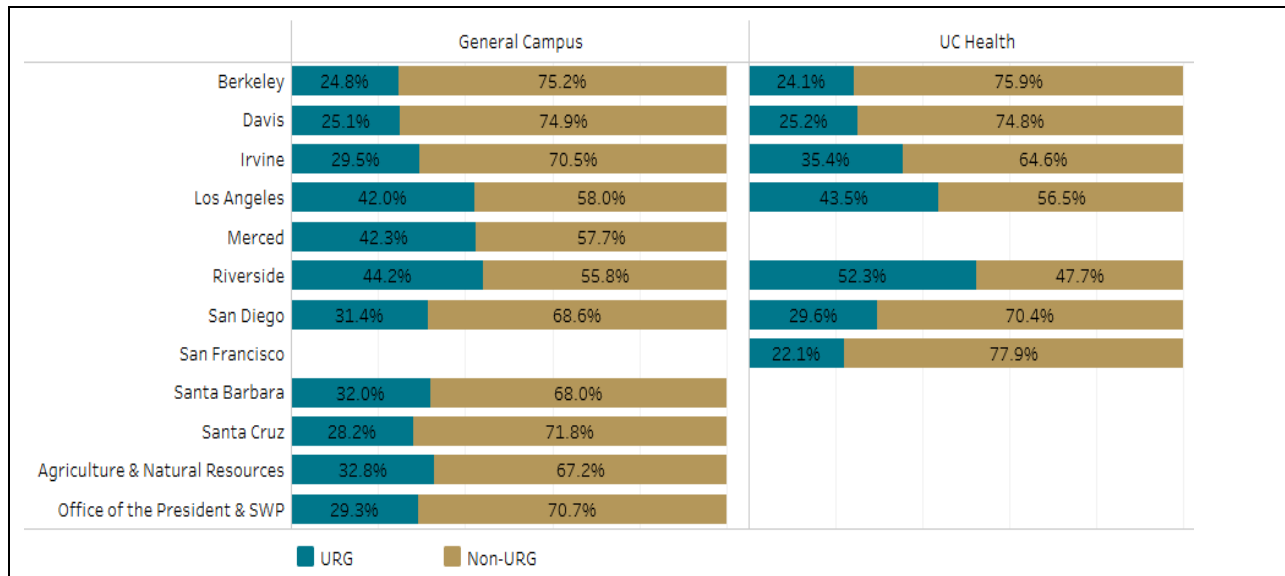**Figure 2: UC Staff by gender and employee category, University-wide, select years, Fall 2009 to 2019**
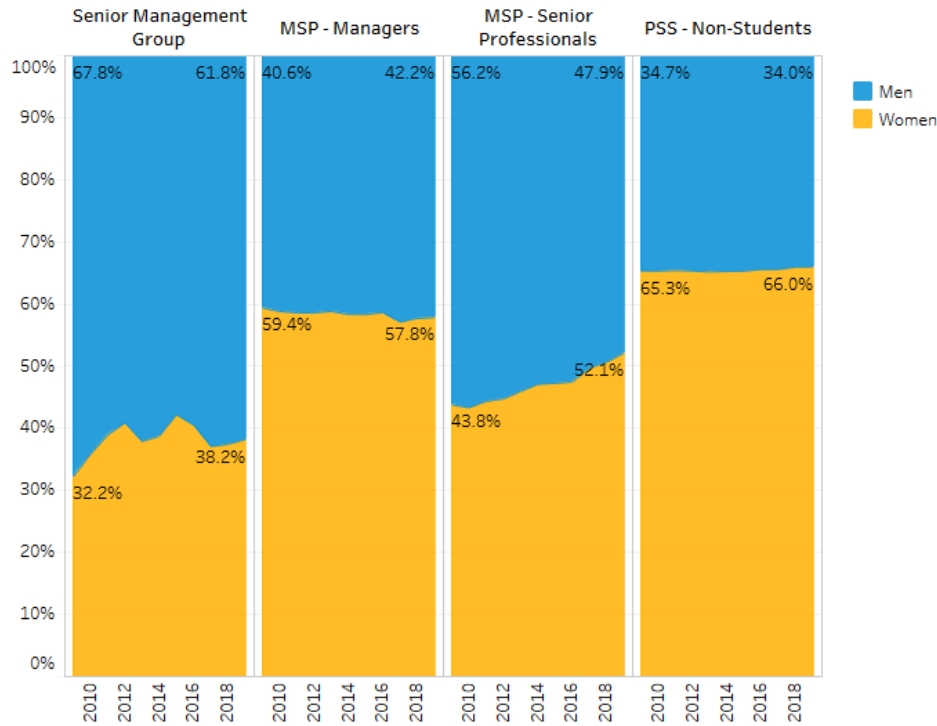
As seen in Figure 4, the general campuses with the highest proportion of women staff are UC Agricultural and Natural Resources (67.8 percent), UCOP (61.1 percent), and UC Irvine (59.9 percent). UC Health locations with the highest proportion of women staff are UC Riverside (77.9 percent), UC Berkeley (74.5 percent), and UC Irvine (72.6 percent).

GENDER AND RACE/ETHNCITY TRENDS AT UC HEALTH LOCATIONS

The University of California operates the nation's largest health sciences instructional program, with five medical centers and employing approximately 73,905 people, or 60 percent of the UC staff workforce. Given the significant size of the UC Health workforce, this section is devoted to summarizing key findings particular to this workforce. As shown in Figure 3 below, the racial/ethnic diversity of UC Health locations is comparable to general campus locations, with the exception of UC Riverside, where more than 50 percent of UC Health staff are from underrepresented groups.

Figure 3: UC Staff, by URG and non-URG and General Campus and UC Health locations, 2019

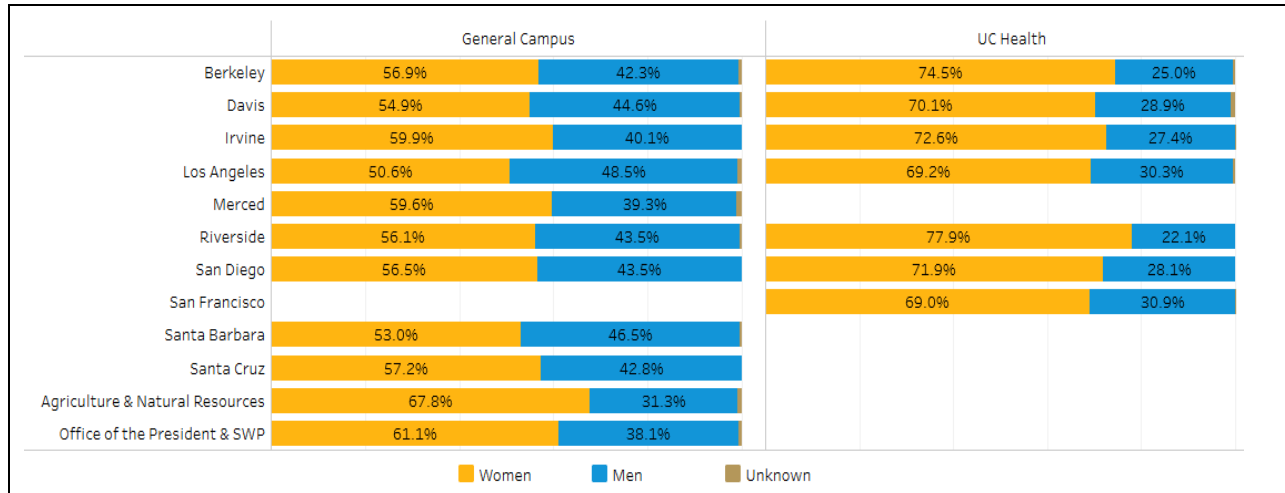|	General Campus		UC Health	
	URG	Non-URG	URG	Non-URG
Berkeley	24.8%	75.2%	24.1%	75.9%
Davis	25.1%	74.9%	25.2%	74.8%
Irvine	29.5%	70.5%	35.4%	64.6%
Los Angeles	42.0%	58.0%	43.5%	56.5%
Merced	42.3%	57.7%		
Riverside	44.2%	55.8%	52.3%	47.7%
San Diego	31.4%	68.6%	29.6%	70.4%
San Francisco			22.1%	77.9%
Santa Barbara	32.0%	68.0%		
Santa Cruz	28.2%	71.8%		
Agriculture & Natural Resources	32.8%	67.2%		
Office of the President & SWP	29.3%	70.7%		

The representation of women staff is most notable at the UC Health locations, where in 2019 they represented 70.1 percent of the workforce, reflecting national labor trends in the healthcare professions. Although most US physicians are men, women occupy more than 85 percent of positions as nurses and as nursing, home health, and personal care aides.[2] Nearly 20 percent of women in the US workforce are employed in health care, and this share is likely to grow in coming years given projected growth in women-dominated health care fields.[3] Figure 4 shows the distribution of men and women by campus locations.

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[2] Women's Bureau, US Department of Labor. Most common occupations for women. 2017. Available at: https://www.dol.gov/agencies/wb/data/employment-earnings-occupations. Accessed June 6, 2020.
[3] Bureau of Labor Statistics. Employed persons by detailed industry, sex, race, and Hispanic or Latino ethnicity. 2019. Available at: https://www.bls.gov/cps/cpsaat18.htm. Accessed June 6, 2020.

Figure 4: UC Staff, gender and General Campus and UC Health locations, 2019

	General Campus Women	General Campus Men	UC Health Women	UC Health Men
Berkeley	56.9%	42.3%	74.5%	25.0%
Davis	54.9%	44.6%	70.1%	28.9%
Irvine	59.9%	40.1%	72.6%	27.4%
Los Angeles	50.6%	48.5%	69.2%	30.3%
Merced	59.6%	39.3%		
Riverside	56.1%	43.5%	77.9%	22.1%
San Diego	56.5%	43.5%	71.9%	28.1%
San Francisco			69.0%	30.9%
Santa Barbara	53.0%	46.5%		
Santa Cruz	57.2%	42.8%		
Agriculture & Natural Resources	67.8%	31.3%		
Office of the President & SWP	61.1%	38.1%		

Women ■ Men ■ Unknown

At UC Health, there is an uneven distribution of women across staff groups with noticeable gender imbalances at the senior level and at the entry level. As seen in Figure 5, women in the Senior Management Group dropped from 38.7 percent in 2009 to 31.7 percent in 2019. The percent of women in the Managers group remained unchanged at around 63 percent. Women Senior Professionals increased eight percentage points from 50 percent to 58.1 percent.

Figure 5: UC Staff by gender and employee category, UC Health locations only, select years, Fall 2010 to 2018
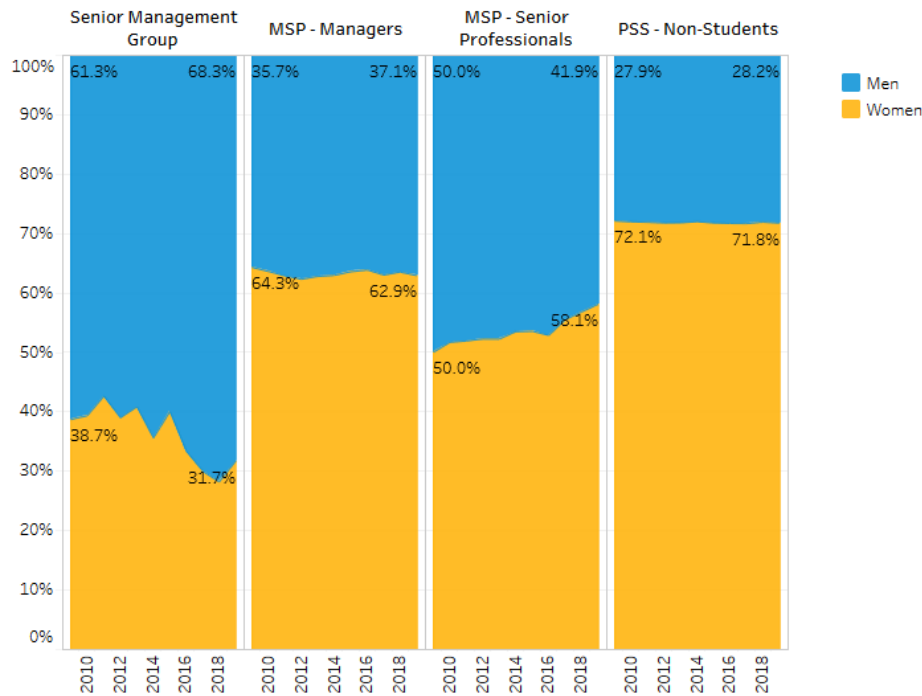
UC STAFF ENGAGEMENT SURVEY OUTCOMES

Since 2012, the Office of Systemwide Human Resources (HR) and the Council of University of California Staff Assemblies (CUCSA) have jointly sponsored an employee workforce engagement pulse-survey of policy-covered staff. The survey provides valuable insight into employee perceptions about working at each location and for the University of California. In 2017, two new evaluation categories were added—Wellness and Diversity & Inclusion. In 2019, another category was added—Empowered Culture. This latter category provided information about how safe staff feel about speaking up and reporting concerns about, and to, the organization. Additionally, beginning in 2019, demographic data specific to gender identification and sexual orientation were collected from survey respondents. In 2019, there were 38,000 to 43,000 policy covered staff, which represents a little over half of all UC staff. Forty-three percent (9,020 respondents) of policy-covered staff completed the UC Staff Engagement Survey.

Overall engagement at the University has risen ten points over seven years from 67 percent favorable in 2012 to 77 percent favorable in 2019. Also, 87 percent of responding policy-covered staff are proud to be associated with the UC system, and 94 percent strongly believe in the teaching, research and public service mission of the University. This positively reflects the commitment and intent of policy- covered staff to do their best work at the University. However, when looking at issues of workplace climate within the context of engagement, there are some issues requiring improvement.

As seen in Figure 6, staff of color have a different experience at the University than their White counterparts. While 74 percent of all respondents feel that management supports equal opportunity for all staff, only 58 percent of African American staff feel this way. Seventy-six percent of responding staff feel that they are able to be themselves and be accepted in the workplace. However, only 53 percent of Native American staff are having the same experience. Sixty-eight percent of all respondents said all employees are treated with dignity and respect regardless of position or background. A significantly lower number, 54 percent and 55 percent of Native American and Black/African American staff respectively, agreed with this statement.

Figure 6: Diversity and Inclusion Questions – Responses by Self-Identified Racial and Ethnic Group

		Overall (9,020)	American Indian (43)	Asian (1,587)	Black (507)	Hispanic (1,278)	White (4,267)	Other (1,338)
Diversity & Inclusion		73	-14*	1	-12*	-3*	2*	0
8	I feel that management at my campus/location supports equal opportunity for all employees, of all differences, including, but not limited to, age, gender identity, ethnicity and disability status.	74	-6	-1	-16*	-4*	4*	0
25	I can be myself at this organization without worrying about how I will be accepted.	76	-23*	3*	-6*	-4*	1	-1
33	Employees at my campus/location are treated with dignity and respect, regardless of their position or background.	68	-14*	1	-13*	-3	2*	-1

As seen in Figure 7, employees that identify as male are experiencing the work environment in a more positive way than those that identify as female, non-binary, or those who declined to state their gender identity.

Figure 7: Diversity and Inclusion Questions – Responses by Self-Identified Gender Identity

		Overall (9,020)	Female (5,830)	Male (2,889)	Non-binary (27)	Decline to state (251)
	Diversity & Inclusion	73	0	3*	-22*	-20*
8	I feel that management at my campus/location supports equal opportunity for all employees, of all differences, including, but not limited to, age, gender identity, ethnicity and disability status.	74	-1	4*	-33*	-18*
25	I can be myself at this organization without worrying about how I will be accepted.	76	1	0	-13	-22*
33	Employees at my campus/location are treated with dignity and respect, regardless of their position or background.	68	-1	4*	-19*	-21*

Employees that identify as heterosexual or straight, and gay or lesbian, are generally having a better workplace experience than those that identify as bisexual, other sexual orientation, and those that decline to state (Figure 8).

Figure 8: Diversity and Inclusion Questions – Responses by Self-Identified Sexual Orientation

		Overall (9,020)	Heterosexual or Straight (7,448)	Gay or Lesbian (531)	Bisexual (217)	Other (96)	Decline to state (718)
	Diversity & Inclusion	73	2*	0	-5	-14*	-14*
8	I feel that management at my campus/location supports equal opportunity for all employees, of all differences, including, but not limited to, age, gender identity, ethnicity and disability status.	74	2*	-3	-3	-13*	-13*
25	I can be myself at this organization without worrying about how I will be accepted.	76	1	5*	-4	-10*	-14*
33	Employees at my campus/location are treated with dignity and respect, regardless of their position or background.	68	2*	-3	-8*	-19*	-14*

Empowered Culture, a new survey category added in 2019, shows a striking difference between how safe different groups of employees of color feel when it comes to speaking up about concerns at the University. Regardless of race and ethnicity, responding staff of color do not believe it is safe to speak up or report instances of dishonest or unethical behavior without fear of reprisal. While 64 percent of staff overall responded positively to this category, 46 percent of Native American staff, 61 percent of Asian, 58 percent of African American and 60 percent of Hispanic/Latino(a) staff responded positively to this category. Sixty-seven percent of responding White staff believed it is safe to speak up about problems at the University. (Figure 9)

Figure 9: Empowered Culture Questions – Responses by Self-Identified Racial and Ethnic Group

	Overall (9,020)	American Indian (43)	Asian (1,587)	Black (507)	Hispanic (1,278)	White (4,267)	Other (1,338)
Empowered Culture	64	-18*	-3*	-6*	-4*	3*	2
30 Most of the time it is safe to speak up in this organization.	60	-16*	-2	-9*	-3*	3*	2
32 I think I could report instances of dishonest or unethical practices to the appropriate level of authority without fear of reprisal.	67	-21*	-4*	-4	-4*	3*	2

As seen in Figure 10, 62 percent of employees that identify as female and 67 percent of those identifying as male responded positively in this category while 50 percent of employees that identifying as non-binary and 64 percent of those who decline to state believe it is safe to speak up about issues of concern.

Figure 10: Empowered Culture Questions – Responses by Self-Identified Gender Identity

	Overall (9,020)	Female (5,830)	Male (2,889)	Non-binary (27)	Decline to state (251)
Empowered Culture	64	-1	4*	-14	-21*
30 Most of the time it is safe to speak up in this organization.	60	-1	4*	-19*	-23*
32 I think I could report instances of dishonest or unethical practices to the appropriate level of authority without fear of reprisal.	67	-1	4*	-8	-19*

Employees that identify as heterosexual or straight, lesbian or gay, and bisexual generally feel safe to report issues of concern. However, only 51 percent of those identifying as another sexual orientation and 51 percent of those who decline to state responded positively to the same set of questions. (Figure 11)

Figure 11: Empower Culture Questions – Responses by Self-Identified Sexual Orientation

	Overall (9,020)	Heterosexual or Straight (7,448)	Gay or Lesbian (531)	Bisexual (217)	Other (96)	Decline to state (718)
Empowered Culture	64	1	0	2	-13*	-13*
30 Most of the time it is safe to speak up in this organization.	60	1	-1	3	-12*	-13*
32 I think I could report instances of dishonest or unethical practices to the appropriate level of authority without fear of reprisal.	67	1	1	0	-13*	-13*

To address some of the workplace climate disparities exposed by the UC Staff Engagement Survey, UC has developed new trainings and efforts to address workplace climate and implicit or unconscious bias, in particular. These are described in the next section.

PROMISING PRACTICES TO INCREASE STAFF DIVERSITY IN SENIOR LEADERSHIP

Making greater diversity gains in the way UC recruits, hires, retains, and promotes from within the system require sustained and multi-faceted efforts, initiatives, and programs at the systemwide and campus levels. Much is being done to address some of the diversity gaps and negative experiences of the workplace culture highlighted in the accountability report. The following section describes some promising practices for increasing staff diversity and feelings of workplace inclusion and belonging at UC.

Employee Resource Groups and Affinity Groups. Employee resource groups (ERGs)—also called employee network or affinity groups—serve a dual purpose in the UC. They represent a safe space for employees who share a common interest, heritage, or both. With the proper guidance and resources, affinity groups can serve as a resource for the UC leadership much like a focus group and or a workgroup. All the campuses and locations have some combination of affinity groups and ERGs for underrepresented groups (URGs) and women. For example, UC Irvine has two ERGs for women staff, the Academic & Professional Women of UC Irvine and Women in Technology, Irvine (WITI)**.** Both groups provide a supportive community for women staff at UCI in addition to meaningful and structured programming to assist with career development and networking. ERGs at Lawrence Berkeley National Laboratory participate with ongoing inclusion, diversity, equity, accountability (IDEA) initiatives and assist in fully integrating IDEA into the National Laboratory's day-to-day business practices through strategic initiatives and policy-related goals. Each ERG completes yearly bylaws that outline the mission, vision, and structure of the group, as well as a charter with a detailed list of activities. Each ERG is supported by an Executive Sponsor.

Leadership development conferences, summits, and institutes. UC sponsors and co-sponsors several staff conferences, summits, and institutes for members of UC affinity groups and ERGs to help them develop professional skills, learn from UC and other higher education leaders, and network across the system with the goal of retaining and elevating UC's diverse workforce. Such engagements include the annual UC Black Administrators Conference, the Chicanx/Latinx Leadership Summit, UC Women's Initiative for Professional Development, and UC-Coro Systemwide Leadership Collaborative.

Programs and reports completed by various cohorts of the UC-Coro Systemwide Leadership Collaborative include:

- Leading with Diversity: UC as a National Model for Cultivating Diverse Leaders
- Creating a More Equitable and Inclusive Environment: Bridging to 2025 by Enhancing Current Staff Hiring and Retention Practices
- Faculty Leadership Development

- Talent and Succession Management at the University of California
- Best Practices for Leading Campus/Systemwide Change Projects
- Online Education at UC

The learning outcomes and racial/ethnic diversity of participants for the UC Women's Institute for Professional Development and UC-Coro Systemwide Leadership Collaborative are shown below

UC Women's Initiative for Professional Development

Learning Outcomes 2016-2019

Agree/Strongly Agree	Percent
Advocate for their own needs in the workplace	91%
Build strategic relationships	91%
Demonstrate their value to the organization by coaching others	87%
Actively communicate their value to the organization	86%
Demonstrate an Increased awareness of diverse UC career paths	63%

*2020 post program survey data is in process of being collected and not currently available.

Participant Demographics 2016-2020

Race/Ethnicity	%
2 or More	4%
African American or Black	9%
Asian	14%
Hispanic or Latino(a)	12%
Other	1%
Pacific Islander or Native Hawaiian	0%
Unknown	8%
White	51%
Total	100%

UC-Coro Systemwide Leadership Collaborative

Learning Outcomes 2018-2019

Agree/Strongly Agree	2018	2019
My leadership skills have been strengthened as a result of my participation in the program.	88%	92%
The UC-Coro leadership tools have enhanced my leadership practice.	71%	95%
I have benefitted from being a part of the UC-Coro Systemwide Leadership Collaborative.	94%	97%

* To meet the most emergent needs of UC leaders based on participant feedback, learning outcomes and curriculum were updated in 2018.

Participant Demographics 2016-2020

Race/Ethnicity	%
2 or More	3%
Black/African/African American	10%
Asian/Pacific Islander/Native Hawaiian	13%
Hispanic/Latino/Latina	9%
Native American	1%
Other	1%
White	63%
Total	100%

Implicit Bias Trainings. A growing body of research on workforce diversity have identified two critical points along the employee lifecycle where implicit racial and gender bias can produce negative outcomes in the hiring process and the promotion process. UC is fortunate to have several scholars and practitioners among its faculty and staff who are experts in the area of implicit bias research and training. With their assistance, Systemwide Talent Management developed the UC Managing Implicit Bias (MIB) Series, a six-course online training series designed to increase awareness of implicit bias and reduce its impact at the University. An entire module is dedicated to raising awareness about implicit bias in the hiring process.

All UC employees are eligible to access and complete each course and receive a completion certification. Managers and employees who are interested in future supervisory roles are

encouraged to complete the series. Several UC locations and divisions have integrated the program into their location-required trainings for managers. The series is also a core requirement of the existing UC Systemwide People Management Series and Certificate. The MIB series was added as a core requirement to enhance UC managers' awareness of implicit bias and how it impacts the way they work and interact with others. MIB was implemented at each UC location systemwide via the UC Learning Center in January 2018. In May 2020, an eCourse and resource library were developed to focus exclusively on search advisory and hiring committees for staff positions as a supplement to the MIB. The Search Advisory and Hiring Committee Best Practices eCourse and the Search Advisory and Hiring Committee Best Practices Resource Library are available to internal UC hiring committees, as well as hiring committees that include external search firms. The eCourse includes an overview of the MIB key concepts and encourages participants to further enhance their awareness by taking the MIB. As a public service, these eCourses and resources are also available to the public; however, usage data for external learners is not tracked. To date, 1,194 UC employees have completed the current certificate, which includes the MIB series.

Prior to the COVID-19 shelter-in-place order, UCOP was in the process of implementing the Moving Beyond Bias Pilot Program, a half-day, in-person implicit bias training open to California State University (CSU) and UC faculty, staff, senior administrators, and student leaders. A one-time appropriation in the 2018 California Budget Act made it possible for hundreds in the CSU and UC system to participate in a research-based training, designed to a) raise awareness about the science of implicit bias, b) teach evidence-based strategies for interrupting one's implicit biases before they impact behavior, c) reflect on how individual bias attitudes and behavior influence decision making in university contexts, and d) practice the strategies during and beyond training day.

In addition to these two systemwide learning and training resources, several of the UC campuses provide localized opportunities for engaging with similar content. UCSF[4] and UCLA[5], for example, have robust online education and resources about implicit bias in the workforce that are accessible to the public.

Affirmative Action Plans (AAP)

As a recipient of federal funds, each campus and affiliate location of the University of California is required to develop and implement annual written Affirmative Action Plans (AAPs) for underrepresented racial and ethnic groups, women, protected veterans, and for individuals with disabilities. These documents must detail the affirmative steps that have been taken and will be taken to ensure equal employment opportunity. When carried out effectively and consistently, campuses are in compliance with equal employment opportunity requirements through the equal treatment of all people. Talent acquisition professionals are available at each campus and location to assist hiring managers that have AAP hiring goals for the position(s) they seek to fill.

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[4] UCSF unconscious bias education, training, and resources site https://diversity.ucsf.edu/resources/unconscious-bias
[5] UCLA implicit bias video series https://equity.ucla.edu/news-and-events/bruinx-releases-seven-part-implicit-bias-video-series/

Following a campus/location specific AAP is an important foundational step towards ensuring equal opportunity and improving diversity outcomes in the search/hiring process.

Placement Goals

Placement goals are reasonably attainable objectives—not a quota—used to measure progress toward achieving equal employment opportunity, particularly for job groups that underutilize target populations. A "good faith effort" standard is used to determine progress towards meeting placement goals; accountability for achieving placement goals are determined by the campuses and affiliate locations.

Action-Oriented Procedures

Examples of action-oriented procedures UC hiring managers can employ to create diverse candidate pools include, but are not limited to:

1. Reviewing and revising job posts to ensure they accurately reflect job functions and minimum requirements and credentials needed to achieve the job junction.

2. Evaluating the total selection process to ensure freedom from bias.

3. Using techniques to improve recruitment and increase the flow of qualified applicants, including racial and ethnic populations and women applicants.

4. Preparing a self-audit of compensation practices.

5. Facilitating internal equal opportunity for promotion.

Toolkits for Conducting Equitable Hiring Processes. To assist hiring managers in their effort to conduct a fair and equitable hiring process, several campuses and affiliated locations have developed toolkits and online resource hubs with helpful strategies and tools that are compliant with Proposition 209. For example, UC Berkeley has published A Toolkit for Recruiting and Hiring a More Diverse Workforce[6] with detailed checklists of best practices and sample interview protocol questions. UC Santa Barbara's Office of Equal Opportunity & Sexual Harassment/Title IX Compliance has compiled and curated UC resources and publications on hiring best practices for equity advisors[7] on search committees.

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[6] UC Health Services, University of California Berkeley Toolkit for Recruiting and Hiring a More Diverse Workforce https://diversity.berkeley.edu/sites/default/files/recruiting_a_more_diverse_workforce_uhs.pdf
[7] UC Santa Barbara Office of Equal Opportunity & Sexual Harassment/Title IX Compliance Equity Advisor Toolkit https://oeosh.ucsb.edu/eodp/equal.opportunity.and.affirmative.action/equity.advisor.toolkit/

CONCLUSION

Collecting and reporting on UC staff diversity poses unique challenges. The employment history and trajectory of UC staff do not follow a linear path, e.g., freshman to senior, assistant professor to tenured professor. Nevertheless, UC continues to focus on staff diversity issues by communicating concrete objectives and identifying resources for addressing systemic and cultural barriers.

The UC has policies, tools, and resources already available to support expanding and balancing staff diversity. The role of the campuses is to develop local procedures for implementing these policies to meet their operational needs and goals. While the campuses have been largely successful at actively and deliberately using all available resources to create a diverse workforce, they continue to review available resources, clarify their intent, and intensify their efforts.

Retaining staff from diverse groups is a bigger challenge than hiring. Based on information from the 2019 Engagement Survey, the climate that these groups experience provide ample reason to pursue opportunities with other employers. However, where there is challenge, there is opportunity. Every campus has a Chief Diversity Officer position. While their focus had originally been on students and faculty, in recent years many Chief Diversity Officers have turned their attention to staff issues. Campus Chief Human Resource Officers have also intensified their efforts to improve staff retention and workplace climate through leadership development opportunities and anti-bias training.

Key to Acronyms	
AAP	Affirmative Action Plan
ERG	Employee resource group
MIB	Managing Implicit Bias
URG	Underrepresented Group