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Diversity is Essential to our Mission

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UC Report *of the*

Staff Diversity Council

April 2008



OFFICE OF THE PRESIDENT

Robert C. Dynes
President

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April 1, 2008

PRESIDENT DYNES
University of California
Office of the President

Subject: UC Report of the Staff Diversity Council – April 2008

Dear President Dynes:

We are pleased to present to you the first annual report of the UC Staff Diversity Council. Our twenty-member Council was charged by you in March 2007 to advise senior UC leadership and work along side the UC Diversity Study Group in setting an agenda that promotes staff diversity throughout the UC system.

Over this past year, we have focused on a broad range of staff diversity issues including recruitment, retention and promotion; talent management, succession planning and leadership; and work climate. Our work also included a focus on the importance of data collection and the means by which to broadly monitor and evaluate progress on the University's staff diversity initiatives.

We'd like to thank all those involved in the development of this report, and we appreciate the support given by the Chancellors and many other leaders throughout the UC system. It is the hope of the Council that this report and the recommendations contained in it will be fully embraced and implemented as a first step toward threading diversity principles and practices through the fabric of the employment experience of our staff workforce.

We would like to also thank our colleagues on the Council for all of their hard work and dedication to this important effort.

Sincerely,

Linda Morris Williams
Chair

Rahim Reed
Co-Vice Chair

John O. White
Co-Vice Chair

UC Staff Diversity Council Report

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Executive Summary

REPORT OF THE UNIVERSITY OF CALIFORNIA STAFF DIVERSITY COUNCIL

Submitted April 1, 2008

The UC Staff Diversity Council was convened by President Robert C. Dynes in March 2007. Over the past year, the Council has focused on a broad range of staff diversity issues, including recruitment, retention and promotion, leadership commitment to staff diversity at each location, and systems for ensuring that best practices in support of staff diversity are woven throughout the fabric of the University.

Staffing trends indicate that without concerted action to address the recruitment, retention and career development of staff, the University will not have the skilled, knowledgeable and diverse workforce needed to support its teaching and research mission. This report articulates the following recommendations in order to help position the University of California to have the quality workforce required to sustain our pre-eminence into the future:

1. Develop a comprehensive, systemwide talent management and leadership development plan aligned with affirmative action and diversity program goals;
2. Clarify the UC job structure, including career paths and related skills/competencies so that employees can more easily navigate the system and institutional progress can be measured;
3. Ensure system wide management accountability and commitment to employee development and career growth;
4. Address risks raised by claims of discrimination and lack of attention to diversity issues;
5. Recognize leaders who establish effective programs that model our ethical values and support the growth and placement of a diverse leadership pipeline;
6. To create and sustain an inviting, supportive and nondiscriminatory work environment at each location, publicize the *Principles of Community* and administer a climate survey at least every four years; and

-
7. Standardize systemwide data and reporting requirements to support each location's ability to track talent across organizational boundaries.

The UC Staff Diversity Council looks forward to its continued work and collaboration with The Study Group on University Diversity, the UC Advisory Committee on the Status of Women and with other diversity and inclusion related groups within the University as we pursue this critical agenda.

I. Introduction

The UC Staff Diversity Council is pleased to submit this report and recommendations in response to our March 2007 Charge from President Robert C. Dynes. (*See Appendix A for Charge Letter from President Dynes*) By design, the Council is a standing council reporting directly to the President on an annual basis to ensure a sustained platform for achieving a quality staff workforce that is reflective of all the constituents we serve at all levels, and a University workplace where work life is valued and every employee is provided the opportunity to work and thrive in a supportive environment characterized by equity, fairness, and respect.

II. Context and Background

With changing demographics, an aging workforce, global sourcing for new staff, and concern about the state budget, the University of California must expand current and develop new strategies regarding staff recruitment, retention and promotion if it is going to remain competitive and serve as an employer of choice for the best talent from all backgrounds. With over 84,000 staff personnel (Full Time Equivalents/125,000 staff headcount), the University of California is one of the largest public employers in the State of California. The contributions made by staff to the University's mission of teaching, research, and public service are enormous. To maintain UC's reputation as one of the nation's pre-eminent public research and teaching universities, and to reflect its commitment to improving opportunities available to its diverse workforce, we must implement key changes and improvements in how we recruit and grow our staff.

With this challenge in mind, President Robert C. Dynes appointed the UC Staff Diversity Council to advise UC senior leadership and to work alongside The Study Group on University Diversity appointed by The Regents to set an agenda that enhances staff diversity throughout the system. The Council is comprised of members who serve a two-year term that includes broad representation from the campuses, the Lawrence Berkeley National Laboratory, the DANR, UC Office of the President, the Chief Human Resources Officers, the Equal Employment Opportunity/Affirmative Action Officers, the Medical Centers, the Council of UC Staff Assemblies, and the Staff Advisor to The Regents. Each member is selected for their expertise, their commitment to improving diversity, and their access and influence at their site as an important voice for staff on these matters.

III. The Charge to the UC Staff Diversity Council

- Develop specific objectives for achieving greater staff diversity at UC;
- Monitor and evaluate progress on staff diversity efforts at each location, based on the objectives mentioned previously;
- Assess the impact of SP-2 and Proposition 209 on staff diversity at UC;
- Identify and document best practices that develop and promote staff diversity, share these resources widely throughout the system, and advise on the possible development and

implementation of these practices across locations;

- Identify institutional barriers that hinder staff diversity throughout the system, and recommend ways to eliminate those barriers;
- Facilitate dialogue among locations and between the University and external groups on staff diversity issues; and
- Provide advice and resources to UC administrators on staff diversity initiatives at their locations.

The UC Staff Diversity Council believes that achieving staff diversity at all levels of the UC workforce¹ is key to maintaining the University's pre-eminence. Creating an outstanding work environment with respect to tolerance, inclusion, celebration of diversity and promotion of excellence is among the University's highest priorities for staff, faculty and students. This premise is consistent with the findings in *UC 2025: The Power and Promise of Ten*² which emphasized the contributions that can be made by the University and its community of staff, students, faculty, alumni and supporters. In addition, the Staff Diversity Council embraces prior recommendations and actions of The Regents in response to the reports from The Study Group on University Diversity. These recommendations included the following;

- Achieving greater diversity within the University of California is of Compelling Interest. Diversity has been a key principle and defining characteristic of the state of California and its University since our inception and is fundamental both to the unique character of our state and to the quality and depth of the University's contribution to the state and its citizens. The importance of diversity to our University is expressed well in The Regents' approved Diversity Statement that reads in part, "...Because the core mission of the University... is to serve the interests of the State of California, it must seek to achieve diversity among its student bodies and its employees." (*See Appendix B for UC, State and Nation Demographics*)
- Change is needed to more effectively seek and support diversity. While there are many pockets of success and innovation, the University needs to focus greater and sustained attention on its diversity efforts and needs a comprehensive plan to tackle the issues.
- Clear, consistent, and regularly produced data are necessary to "shine a light" on the University's efforts to increase and support diversity and to hold University leaders accountable for progress in this area.

The UC Staff Diversity Council supports the UC Diversity Statement issued by the Academic Senate in May 2007 and endorsed by the Regents in September 2007. (*See Appendix C for UC Diversity Statement*), or <http://www.universityofcalifornia.edu/diversity/diversity.html>.

¹ Personnel levels include the Senior Management Group (SMG), Management and Senior Professionals (MSP), Personnel and Support Staff (PSS) and represented staff.

² UC Office of the President, November 2006

Consistent with these statements, findings and subsequent actions, the Staff Diversity Council will report annually to the President and The Regents on the status of staff diversity within the University, and looks forward to ensuring that diversity is embedded into our core mission of teaching, research, and public service as we pursue equal access and inclusion for all members of the UC workforce.

IV. The Work of the UC Staff Diversity Council

The UC Staff Diversity Council launched its work at a meeting with President Dynes in April 2007. Over the past year, the Council has invited guests from throughout the University including Chancellors, other members of campus leadership, the Office of General Counsel, and the Office of Risk Services in order to obtain information related to staff matters within the University communities. The Staff Diversity Council met in June 2007 at UC Riverside, in August 2007 at UC Santa Cruz, in October 2007 at UC Irvine, in January 2008 at UC San Diego, March 2008 at UCOP, and will meet in July 2008 at UC Berkeley. Beginning in January 2008, all campus meetings include Town Hall gatherings structured to hear from the entire community in this important effort.

The Staff Diversity Council identified three sources on which to base its work:

1. The Federal Government

As a major research institution and federal contractor, the U.S. Government requires the University to make good faith efforts towards meeting equal employment opportunity/affirmative action objectives and to ensure non-discrimination based on gender, ethnicity,³ national origin, disability, covered veteran status and other protected categories.

2. The Regents

The Staff Diversity Council endorsed the Diversity Statement adopted by The Regents at their September 2007 meeting, which states:

“...Diversity – a defining feature of California’s past, present and future – refers to the variety of personal experiences, values and worldviews that arise from differences of culture and circumstance. Such differences include race, ethnicity, gender, age, religion, language, abilities/disabilities, sexual orientation, socioeconomic status, and geographic region, and more...”

3. UC Policies and Practices

The Council recognizes and affirms the University's Nondiscrimination and Affirmative Action Policy Regarding Academic and Staff Employment.⁴ Additionally, the Staff Diversity Council acknowledges its support for contemporary University practices that foster a welcoming environment, free of discrimination, as evidenced by the locations' *Principles of Community* and the formation by the President and the Chancellors of Advisory Committees to address issues from various communities across the system.

³ For federal contractors, ethnicity includes: Blacks, Hispanics, Asians/Pacific Islanders, and American Indians.

⁴ See <http://www.ucop.edu/ucophome/coordrev/policy/12-18-03NondiscriminationEmployment-academic-staff.pdf>.

In order to address the breadth of diversity issues, the Staff Diversity Council established five subcommittees. These subcommittees (identified below) focused on the intersection of pressing staff issues with diversity matters (*See Appendix D for the Structure/Charge to each Subcommittee*):

- ✓ Data Collection/Reporting;
- ✓ Evaluation and Assessment;
- ✓ Recruitment/Retention/Promotion;
- ✓ Talent Management/Succession Planning/Leadership; and
- ✓ Work Climate.

The subcommittees explored broad workforce trends, researched best practices and considered community perspectives relative to how the University might best maintain and grow a highly qualified staff workforce including, but not limited to:

- Changing demographics in California and the Nation that exhibit
 - increasing ethnic diversity,
 - an aging workforce, and
 - increasing numbers of employees eligible to retire;
- Tightening labor markets in certain occupations;
- Shrinking numbers of available replacement workers;
- Increasing generational and cultural differences among workforce members;
- Increasing employee expectations regarding work/life balance;
- Barriers to recruitment, such as escalating housing costs and lagging salaries;
- Changes in workplace practices that require enormous flexibility and adaptability on the part of workers;
- Lack of clarity with respect to career paths, job structure, and promotional opportunities;
- Increasing financial and reputation risk to the University by not addressing issues of equity and inclusion, and a need to improve monitoring of these issues; and
- No systematic assessment framework or process to assess progress toward the University's diversity goals.

In addition to these challenges, the short term budget picture for the University of California indicates that it will have reduced funding from state and federal sources, and thus a smaller workforce. Given this environment, the University will need additional strategies to maintain and foster diversity in order to attract new staff and retain current staff. UC will need to actively support and encourage career growth and career success in order to remain competitive.

V. Summary of Critical Staff Diversity Issues for the University

The Council identified several critical issues the University needs to address, including:

- Staffing trends indicate that without concerted action to address the recruitment, retention and career development of staff, the University will not have the skilled, knowledgeable and diverse workforce needed to support its teaching and research mission;
- State of California data indicates that the state's workforce is becoming increasingly diverse, and the talent needed to sustain the University's excellence is represented in the multicultural generations of new workers that the University will need to attract;
- Contrary to the University's commitment to excellence based on inclusion, staff workforce data indicates that diversity is not well represented at the management and leadership levels;
- The workplace now reflects a workforce that spans four generations, each requiring adaptable work/family policies and practices to be successful and productive in the workplace;
- There is increasing financial risk to the University in not addressing issues of equity and inclusion and a need to monitor these challenges;
- While the University has adequate policies and procedures in place, there may be inconsistent application of these policies within and across locations; and
- There is a lack of centralized and accessible data to analyze trends across the entire UC staff workforce.

VI. Findings

1. Data Collection and Reporting

The lack of a centralized, integrated and accessible database to explore data related to the UC workforce as a whole is among the greatest deficiencies identified by the Council. Examination of workforce characteristics and data is cumbersome, requiring manual reporting from multiple sources. Only by significantly increasing its investment in a nimble and reliable human resources management system, can the University confidently analyze workforce data essential for management decision-making, reporting and accountability. The lack of a coherent personnel information system is a significant barrier to monitoring workforce issues, progress with diversity, professional development and career advancement. A significant commitment on the part of University senior management will be required to make progress in this area.

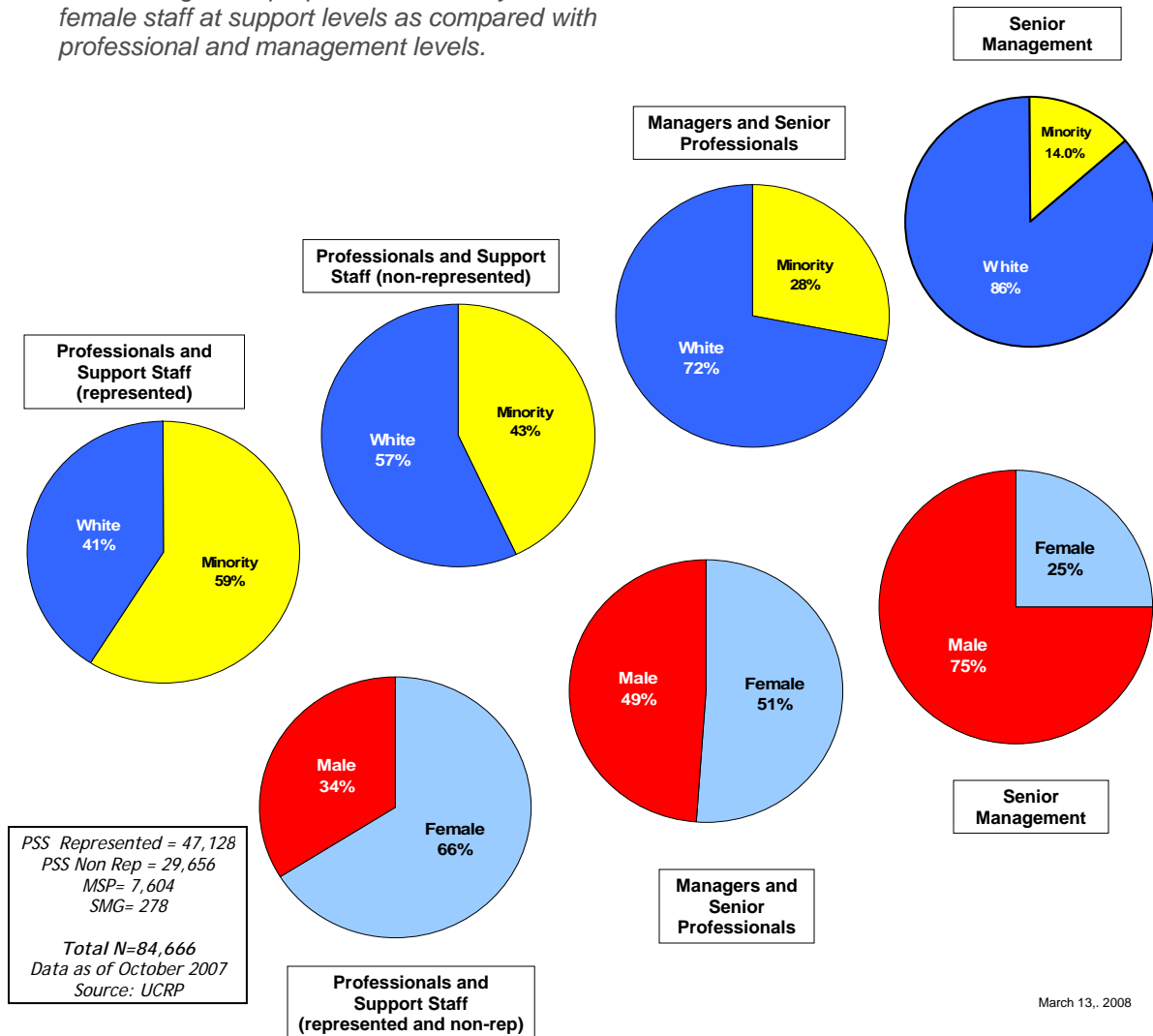
2. Diversity Across Personnel Programs

While the UC staff workforce is diverse as a whole, women and people of color are clustered at the Professional and Support Staff levels (the represented and PSS job groups). These groups indicate, however, that UC does have a diverse internal pipeline that it can grow.

- Gender and ethnic diversity in the represented and PSS job groups indicates that 66% are female and 44% are minority.
- Gender and ethnic diversity is lowest among senior management and executives who are over 75% white males.

UC Staff Workforce by Ethnicity and Gender

There is a greater proportion of minority and female staff at support levels as compared with professional and management levels.

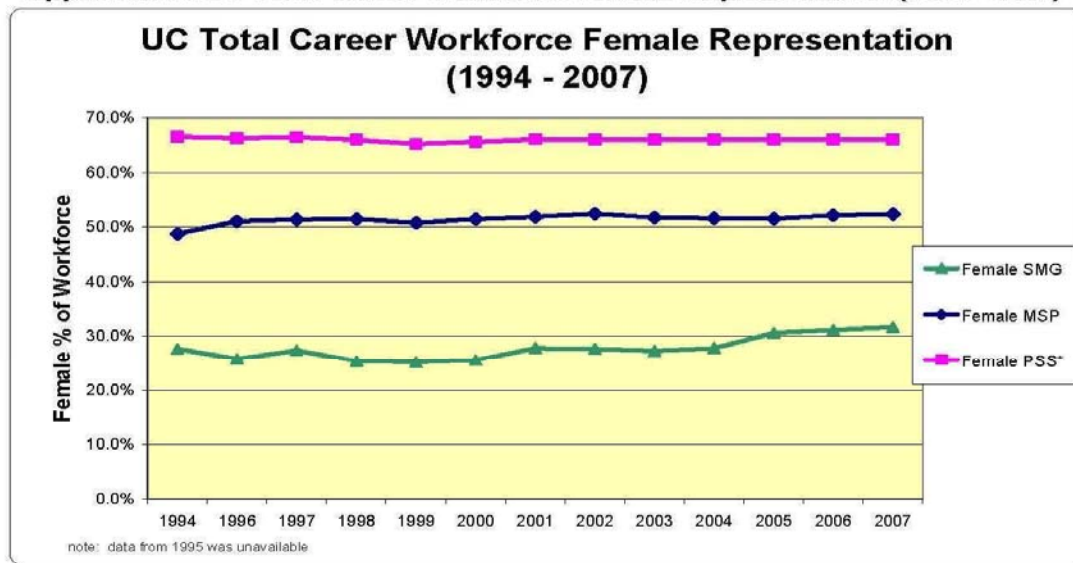


3. Overall Female and Minority Representation has, for the most part, been sustained throughout the post SP-2 and Proposition 209 period (1994-2007). Progress is needed in minority representation at the highest job levels.

▪ **Females in the Workforce**

- ✓ For Professional and Support Staff, female representation did not change significantly (66.6% to 66.0%).
- ✓ For Management and Senior Professional Staff, female representation increased from 48.8% to 52.4%.
- ✓ For the Senior Management Group, female representation increased from 27.7% to 31.7%.

Appendix F: UC Total Career Workforce Female Representation (1994 -2007)



Workforce Female Headcount						
	Female PSS*		Female MSP		Female SMG	
1994	34,612	66.6%	1,149	48.8%	85	27.7%
1996	34,655	66.3%	1,366	51.1%	83	25.8%
1997	35,903	66.5%	1,497	51.4%	84	27.4%
1998	34,944	66.0%	1,612	51.5%	77	25.4%
1999	35,887	65.2%	1,760	50.8%	76	25.2%
2000	39,355	65.6%	2,037	51.5%	80	25.6%
2001	44,492	66.1%	2,333	51.9%	90	27.8%
2002	45,991	66.0%	2,552	52.5%	89	27.7%
2003	46,994	66.0%	2,664	51.8%	86	27.3%
2004	47,278	66.0%	2,820	51.7%	86	27.8%
2005	47,591	66.0%	2,984	51.6%	90	30.6%
2006	49,009	66.0%	3,258	52.2%	92	31.2%
2007	50,665	66.0%	3,510	52.4%	88	31.7%

Data Source: UC Office of the President

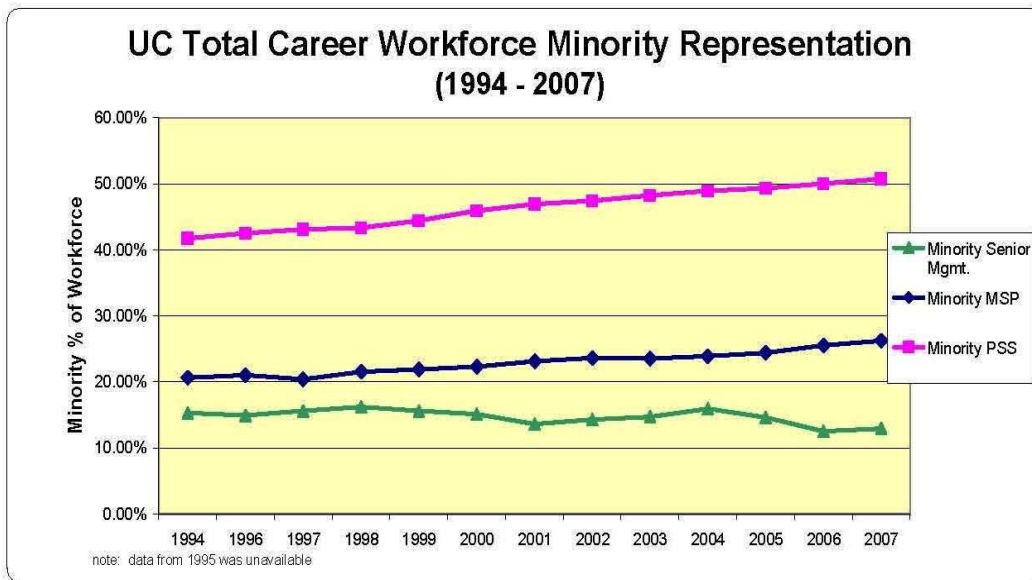
* PSS - includes employees in collective bargaining units as well as policy covered employees.

March 18, 2008

▪ **Minorities in the Workforce**

- ✓ For Professional Support Staff, minority representation increased from 41.7% to 50.7%.
- ✓ For Management and Senior Professional Staff, minority representation increased from 20.6% to 26.2%.
- ✓ For the Senior Management Group, minority representation decreased from 15.3% to 12.9%.

Appendix G: UC Total Career Workforce Minority Representation (1994 - 2007)



Workforce Minority Headcount			
	Minority PSS*	Minority MSP	Minority SMG
1994	21649 (41.7%)	486 (20.6%)	47 (15.3%)
1996	22180 (42.5%)	562 (21.0%)	48 (14.9%)
1997	23244 (43.1%)	595 (20.4%)	48 (15.6%)
1998	22924 (43.3%)	674 (21.5%)	49 (16.2%)
1999	24420 (44.4%)	759 (21.9%)	47 (15.6%)
2000	27517 (45.9%)	881 (22.3%)	47 (15.1%)
2001	31593 (46.9%)	1037 (23.1%)	44 (13.6%)
2002	33027 (47.4%)	1148 (23.6%)	46 (14.3%)
2003	34316 (48.2%)	1206 (23.5%)	48 (14.7%)
2004	35039 (48.9%)	1305 (23.9%)	49 (15.9%)
2005	35536 (49.3%)	1410 (24.4%)	43 (14.6%)
2006	37095 (50.0%)	1590 (25.5%)	37 (12.5%)
2007	38,918 (50.7%)	1754 (26.2%)	36 (12.9%)

Data Source: UC Office of the President

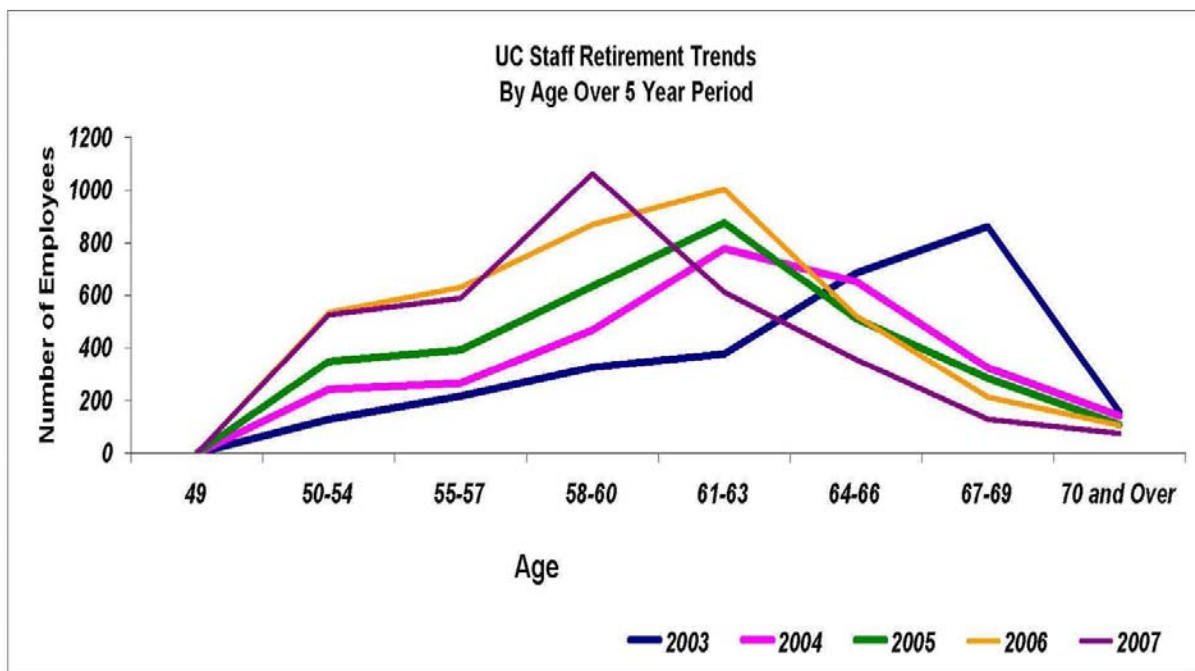
* PSS - includes employees in collective bargaining units as well as policy covered employees.

March 18, 2008

- **The fastest growing groups have been Hispanics and Asians.** These shifts are reflected in both the U.S. and California's total population according to the 2000 U.S. and other Census Data. There has been a decrease in the overall representation of Blacks from 11.4% in 1994 to 8.8% in 2007.

4. Over 40% of Staff at All Levels are Eligible to Retire (defined as ≥ 50 years old with 5 or more years of service.)

- 80% of staff in senior management positions are eligible to retire, and given longer service, are more likely to retire in the next 5 years.
- PSS staff tend to be younger and more diverse; this pool can be grown to help replace pending retirements in the management and professional jobs.
- The average age of retirement for staff who are not in senior management is about 59-60 years of age.
- The graph indicates that there is a retirement bubble approaching that will materialize over the next 5 years or so. With varied approaches to retirement, e.g. phased retirement plans, this group could continue to contribute to the University and have time to transfer knowledge to the next generation of employees.



Prepared by: UCOP HR/B Diversity and Employees Programs
 Data Source: University of California Retirement System
 Prepared: March 2008

Given these challenges from pending retirements and a smaller replacement generation, the University needs to invest more in developing its workforce.

5. There is increasing financial and reputation risk to the University in not addressing issues of equity and inclusion, and a need to improve monitoring of risk management challenges according to UCOP experts in these areas. (*See Appendix E for Risk Services Closed Claims*) This issue will be one of the focus areas for the next phase of the Council's work.

6. Lack of consistent and robust data on staff inhibits the University's efforts to target critical areas and assess impact. This barrier manifests in several ways:

There is no central repository of data for tracking and monitoring total University workforce data. As an example, the UC Staff Diversity Council relied on three different types of personnel data systems for information: 1) UC Corporate Personnel System (CPS); 2) Campus Payroll Personnel System (PPS); and the 3) University of California Retirement System (UCRS).

Additionally, there is a paucity of common data regarding the climate at each UC location,⁵ and inadequate data regarding what attracts a new employee to a UC location, or why an employee leaves a UC location.

7. Challenges with the Current Job Structure impact our desire to attract and retain a more diverse workforce. These include:

- The current job structure lacks clarity for staff seeking career advancement as to how to navigate occupational hierarchies.
- The current structure does not allow for meaningful analyses of promotion and retention activity by occupational group.
- It is difficult to translate and map current jobs against the marketplace, making it difficult to attract people into the University labor force.
- Currently, some staff positions are defined so broadly that the University cannot carry out market compensation comparisons for a large segment of our workforce.

8. Accountability for Monitoring and Evaluating diversity goals and staff career growth is not clear.

- There is no system wide agreement regarding how workforce diversity progress is to be measured.
- Performance evaluations are not completed consistently across locations, and do not include a commitment to career growth and diversity principles, thereby minimizing accountability.
- Although practices differ across UC locations, Chancellors will need to be accountable for ensuring that diversity goals are monitored and evaluated.

⁵ Study Group on University Diversity-Campus Climate Report, pg 5

9. Most but Not All UC Locations Have Visible Principles of Community (accessible from the home web sites.) Several locations have visible diversity web sites readily accessible from their home pages making an instant statement regarding the location's diversity commitment.

- Even with these electronic links, diversity messages may be inconsistent from the perspective of new or current employees and clarity of priorities varies widely.

10. There are Several Promising Practices within the UC system.

- The Council of UC Staff Assemblies (CUCSA) has identified specific programs at various UC sites that can be found on its web site at <http://www.ucop.edu/cucsa/>.
- New and evolving initiatives can be found on those UC locations with a diversity link on their home page.

VII. Recommendations

The Staff Diversity Council makes the following recommendations in order to help position the University of California to have the quality workforce required to sustain our pre-eminence into the future.

- 1. Develop a comprehensive, system wide talent management and leadership development plan aligned with affirmative action and diversity program goals.**
 - a. Focus plans on both outreach and recruitment, and on internal career mobility.
 - b. Involve current employees in the development of plans, and in outreach and recruitment activities.
 - c. Make employment and promotional opportunities public so all employees have pertinent information and any perceptions of favoritism are prevented; ensure that location and systemwide efforts build upon the staff diversity that currently exists.
 - d. Make sure that search committees and interview panels are diverse.
 - e. Given pending retirements and the need for effective knowledge transfer, develop methods to allow phased retirements and/or to call back staff.
 - f. Update policies that affect work/life balance to accommodate emerging work styles⁶.
 - g. Recommend metrics for monitoring and evaluating outcomes across locations.
- 2. Clarify the UC job structure, including career paths and related skills/competencies so that employees can more easily navigate the system and institutional progress can be measured.**
 - a. Redesign and update the University staff job structure to clarify job families and career paths and encourage career mobility, especially for the diverse staff in the Personnel and Support Staff (PSS) positions.
 - b. Identify any policy or institutional barriers related to the job structure that hinder the University from achieving stated diversity goals, i.e., supporting movement of staff from one position to another and/or from one UC location to another.

⁶ Work/life policies and programs include leave policies, child/elder care, telecommuting and flexible work schedules, transportation alternatives consistent with sustainability, accommodation of religious holidays, etc.

- c. Align the new job structure with performance goals and employee development plans, and use to help identify talent in the workforce.
 - d. Provide career development opportunities to staff, including opportunities for coaching and mentoring, networking and project/team assignments.
- 3. Ensure system wide management accountability for diversity goals, and for employee development.**
- a. Articulate accountability at each location, including identifying the specific department responsible for monitoring and reporting on the impact of initiatives on diversity.
 - b. Integrate appropriate measures into management performance reviews, and include individual development plans in all employee performance reviews.
 - c. Develop methods to assess each location's ability to grow and develop individuals and to prepare them for career mobility.
 - d. Create a "report card" aligned to goals that can be used across the system.
- 4. Address risks raised by claims of discrimination and lack of attention to diversity issues.**
- a. Increase availability of both formal and informal internal complaint processes to identify and mitigate issues that arise.
 - b. Support initiatives that include programs to train managers and supervisors on proper procedures for hiring, promoting and retaining staff, ensuring that there is education on issues of equity and inclusion.
- 5. Recognize leaders who establish effective programs that model our ethical values and support the growth and placement of a diverse leadership pipeline.**
- a. Provide information to UC administrators on promising practices across UC locations and elsewhere that encourage, value and support diversity.
 - b. Promote the involvement in workforce diversity strategies of both non-academic and academic employees who manage and supervise staff.
 - c. Encourage and publicize career success stories across the system from leaders, managers, and employees.
- 6. To create and sustain an inviting, supportive and nondiscriminatory work environment, publicize the *Principles of Community* at each location and administer a climate survey at least every four years.**
- a. Make the *Principles of Community* statements at each location accessible from the home page.
 - b. Include a systemwide set of questions in climate surveys at each location to be developed by the Staff Diversity Council for comparison and benchmarking across the system.

- c. Develop action plans and designated timelines to address concerns brought forward by the climate surveys.

7. Standardize systemwide data and reporting requirements to support locations' ability to track talent across organizational boundaries.

- a. Determine how workforce diversity progress is to be measured.
- b. Create a systemwide repository for workforce composition and employment activities data.
- c. Recommend an ongoing mechanism for sharing successful practices for reaching diversity goals and viewing progress (i.e., a list-serve, a website, etc.).
- d. Require each location to administer new hire and exit surveys with questions that set a standard for comparison and benchmarking across the UC system.

VIII. Conclusion

The UC Staff Diversity Council believes that these recommendations will help ensure that the University of California's pre-eminence will continue. The University has the diverse talent it needs to fulfill the Power and Promise of Ten by drawing upon the strength of a diverse and inclusive workforce found within the University staff and within the State of California.

Appendices

Appendix A

Charge Letter from President Dynes – March 7, 2007

UNIVERSITY OF CALIFORNIA

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March 7, 2007

MEMBERS OF THE UNIVERSITY OF CALIFORNIA COMMUNITY

Dear Colleagues:

I am pleased to announce the appointment of the University of California Staff Diversity Council, and I have attached a list of the members for your information.

The Council will advise senior UC leadership and will work alongside the UC Diversity Study Group in setting an agenda that promotes staff diversity throughout the system. It will focus on a broad range of staff diversity issues, including the recruitment and retention of a diverse workforce, leadership commitment to staff diversity at each location, and systems for threading diversity principles through the fabric of the employment experience at UC.

The charge of the Council will be to:

- Develop specific objectives for achieving greater staff diversity at UC.
- Monitor and evaluate progress on staff diversity efforts at each location, based on the objectives mentioned previously.
- Assess the impact of SP-2 and Proposition 209 on staff diversity at UC.
- Identify and document best practices that develop and promote staff diversity, share these resources widely throughout the system, and advise on the possible development and implementation of these practices across locations.
- Identify institutional barriers that hinder staff diversity throughout the system, and recommend ways to eliminate those barriers.
- Facilitate dialogue among locations and between the University and external groups on staff diversity issues.
- Provide advice and recourses to UC administrators on staff diversity initiatives at their locations.

I have asked Associate President Linda Williams to serve as Chair of the Council. In addition, John White, Director of Capital Planning at UC Merced, and Rahim Reed, Associate Executive Vice Chancellor at UC Davis, will serve as Co-Vice Chairs in leading this important initiative. The Council will begin its work shortly, and will report directly to me on an annual basis.

The work of the UC Staff Diversity Council will be significant to the continued success of the University of California as we clearly define goals, objectives, and measurements, and demonstrate management leadership commitment and support for staff diversity initiatives.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Bob Dynes'.

Robert C. Dynes

Attachment

University of California Staff Diversity Council

Farfalla Borah, Whistleblower Coordinator, ADA Compliance Office, UC Santa Barbara

Jeanette Bradeen, Director of Residence Life, Housing Services, UC Riverside

Lynda Brewer, Assistant Director--Capital Planning, UC Irvine, representing Staff Advisors to the Regents

Eugene Britt, Director--Affirmative Action/Equal Opportunity, Agricultural and Natural Resources, UC Office of the President

Paula Doss, Director--Equal Opportunity/Staff Affirmative Action, UC San Diego

Joseph Epperson, Director--Diversity & Employment, UC Office of the President

Patricia Hiramoto, Staff Director--EEO/AA, UC Santa Cruz, representing EEO/AA Officers

Bill Johansen, Business Manager, LBNL, representing CUCSA

Lubbe Levine, Assistant Vice Chancellor--Campus Human Resources, UC Los Angeles

Steve Lustig, Associate Vice Chancellor--Health & Human Resources, UC Berkeley

Kirsten K. Quanbeck, Assistant Executive Vice Chancellor, Director IX/Sexual Harassment Officer, UC Irvine

Harry Reed, Ombudsman and Head of Workforce Diversity, Lawrence Berkeley National Laboratory, representing the National Laboratories

Rahim Reed, Associate Executive Vice Chancellor--Equal Opportunity and Diversity, UC Davis

Joseph Rios, Director--Facilities, Environmental Services & Clinical Engineering, UC San Francisco, representing the Medical Centers

Ashish Sahni, Assistant Chancellor/Chief of Staff, Chancellor's Office, UC Santa Cruz

Dennis Shimek, Senior Assistant Vice Chancellor--Human Resources, UC Davis, representing Chief Human Resource Officers

Alma Sisco-Smith, Director, Work Life Resource Center, UC San Francisco

John O. White, Director, Capital Planning, UC Merced

Linda Morris Williams, Associate President, UC Office of the President

Appendix B

UC, State and Nation Demographics

	Total	Male	Female	White	Black	Hispanic	Asian	Am Ind	Unknown	Minorities									
UC	83,682	29,419	35%	54,263	65%	40,970	49%	7,349	9%	14,571	17%	18,246	22%	542	1%	2,004	2%	40,708	49%
Multi ethnic																			
U.S. Total	53%	47%	73%	11%	4%	1%	26%												
California State	55%	45%	52%	6%	28%	12%	1%	47%											

Source: 2000 Census Occupational Data, Civilian - 18 years and older

Appendix C

University of California Diversity Statement

RECOMMENDED TO THE UNIVERSITY OF CALIFORNIA BY THE ACADEMIC SENATE OF THE UNIVERSITY OF CALIFORNIA

Adopted by the Assembly of the Academic Senate May 10, 2006
Endorsed by the President of the University of California June 30, 2006
Adopted by the UC Board of Regents September 20, 2007

The diversity of the people of California has been the source of innovative ideas and creative accomplishments throughout the state's history into the present. Diversity - a defining feature of California's past, present, and future - refers to the variety of personal experiences, values, and worldviews that arise from differences of culture and circumstance. Such differences include race, ethnicity, gender, age, religion, language, abilities/disabilities, sexual orientation, socioeconomic status, and geographic region, and more.

Because the core mission of the University of California is to serve the interests of the State of California, it must seek to achieve diversity among its student bodies and among its employees. The State of California has a compelling interest in making sure that people from all backgrounds perceive that access to the University is possible for talented students, staff, and faculty from all groups. The knowledge that the University of California is open to qualified students from all groups, and thus serves all parts of the community equitably, helps sustain the social fabric of the State.

Diversity should also be integral to the University's achievement of excellence. Diversity can enhance the ability of the university to accomplish its academic mission. Diversity aims to broaden and deepen both the educational experience and the scholarly environment, as students and faculty learn to interact effectively with each other, preparing them to participate in an increasingly complex and pluralistic society. Ideas, and practices based on those ideas, can be made richer by the process of being born and nurtured in a diverse community. The pluralistic university can model a process of proposing and testing ideas through respectful, civil communication. Educational excellence that truly incorporates diversity thus can promote mutual respect and make possible the full, effective use of the talents and abilities of all to foster innovation and train future leadership.

Therefore, the University of California renews its commitment to the full realization of its history promise to recognize and nurture merit, talent, and achievement by supporting diversity and equal opportunity in its education, services, and administration, as well as research and creative activity. The University particularly acknowledges the acute need to remove barriers to the recruitment, retention, and advancement of talented students, faculty, and staff from historically excluded populations who are currently underrepresented.

Appendix D

Sub-Committees Structure/Charge

The Council formed five sub-committees in response to its charge.

1. Data Collection/Reporting Sub-Committee

The Data Collection/Reporting Sub-Committee serves as a resource to the Staff Diversity Council and Council sub-committees on matters related to data availability, collection and reporting. Firstly, it responds to specific requests for data and data related information as determined by the Council and or sub-committees. Secondly, it makes recommendations to the Council on matters of appropriate consistency related to data management systems across the UC System. Thirdly, it identifies and produces ad hoc reports that may be used by the Council during the course of its work. Lastly, it identifies opportunities for data systems enhancements at UCOP and University-wide that will enhance the evaluation and analysis of staff recruitment, promotion and retention trends; and meet the informational needs of the Diversity Council and Senior Management necessary to promote diversity at UC.

Areas of Initial Emphasis:

- To identify or create data resources that can be used to examine workforce statistics, identify possible trends, and create areas of focus in an effort to be well informed;
- To identify data deficits or sub-optimal data gathering in an effort to better coordinate or newly implement data collection in a user-friendly, transparent and meaningful way; and
- To make specific recommendations to the UC Budget and Planning Officers, Chief Human Resources Officers, and Chief Information Technology Officers regarding the capture and availability of meaningful data related to workforce diversity, recruitment, retention and promotional advancement and opportunities.

2. Evaluation and Assessment Sub-Committee

The charge of the Evaluation and Assessment Sub-Committee is to broadly monitor and evaluate progress on the University's staff diversity initiatives. Specifically, the subcommittee is charged with developing concrete measures of progress to monitor UC's success in achieving its diversity goals and strategies, identifying realistic, achievable, and measurable actions that locations will be expected to take to advance their diversity goals. Increase the synergies between UC Staff Diversity Council strategic goals and staff performance management goals set forth in UC's policy and practice framework. Develop a practical approach to conduct systematic SWOT analyses to monitor results of efforts over time (e.g. assessment and measurement model).

Area of Initial Emphasis:

- Develop and implement an assessment and measurement system that would maximize UC's capacity to measure and evaluate its staff diversity initiatives.

3. Recruitment/Retention/Promotion Sub-Committee

The charge of the Recruitment, Retention and Promotion Sub-Committee is to develop specific objectives for achieving greater staff diversity at the University of California as it relates to staff retention, recruitment and promotion; to review workforce composition trends and evaluate the progress of workforce diversity efforts; to assess the impact of SP-2 and Proposition 209 on staff diversity at the University of California; to identify and document best practices that promote workforce diversity within all UC employment programs; to identify institutional barriers that hinder recruitment, retention and promotion and recommend ways to eliminate those barriers. Underlying considerations throughout the discussions of the sub-committee are UC Policies, accountability and communication.

Area of Initial Emphasis:

- In its initial work, the Retention/Recruitment/Promotion Sub-Committee will work closely with the Data Collection and Reporting Sub-Committee to gather data in support of its work as described by its charge.

4. Talent Management/Succession Planning/Leadership Sub-Committee

The charge of the Talent Management, Succession Planning and Leadership Sub-Committee is to formulate clear definitions to be used for “succession management, leadership, diversity, and talent management” with respect to broad University needs; to identify key trends currently impacting workforce development and staff diversity efforts at the University; to develop priority goals and principles for fostering a high-quality, representative and engaged workforce, especially at UC leadership levels; to identify and document best practices that develop and promote staff diversity, including leadership practices that promote systematic change; to recommend baseline measures and useful metrics for monitoring and evaluating staff diversity/succession management efforts across locations, based on the final objectives identified by the Council; and to provide advice and recourse to UC administrators on related initiatives at UC locations.

Areas of Initial Emphasis:

- Defining Talent Management/Succession Planning/Leadership;
- Articulating a Leadership Development Strategy (Leading in an Academic Setting);
- Discussing the impact of technology on the way people work and learn;
- Examination of talent pools;
- Clarifying career paths within current job structure;
- Enhancing performance management systems to better identify talent, require development plans, improve supervisory skills;
- Identifying best practices, including advice on effective training and development approaches for staff, and advice for supervisors on identifying and developing talent;
- Recommendation for ongoing mechanism for sharing best practices; and
- Recommendations for aligning Staff Diversity Council recommendations with those from system-wide student and faculty groups to leverage a more holistic vision and to foster change.

5. Work Climate Sub-Committee

The charge of the Work Climate Sub-Committee is to review existing campus and site surveys that address staff work climate issues. It will identify and document best practices and tools that can be used to develop, promote, and support staff diversity.

Area of Initial Emphasis:

- Identify and recommend training and education programs for supervisors, managers, and campus leaders that encourage, value and support diversity.

Review and assess the need that all major UC sites including the campuses, the National Laboratory, the DANR, and the Office of the President administer a climate survey with questions that set a standard for comparison and benchmarking across the UC system.

Appendix E

Employment Practices Statistics from Risk Services

Employment Practices Litigated Claims
Reported 7/1/03-3/31/07

Top 10 Most Frequent Causes		
Cause Descriptions	Total Claims	Total Incurred
Discrimination - Disability	40	\$5,572,068.89
Wrongful Termination	32	\$2,767,051.41
Racial Discrimination	25	\$3,882,314.49
Retaliation	19	\$5,870,081.82
Sexual Harassment	15	\$2,218,291.56
Discrimination - Gender	13	\$12,483,857.31
Breach Of Contract	12	\$2,692,967.08
Age Discrimination [Tie]	11	\$768,994.04
Harassment [Tie]	11	\$604,440.10
Retaliation - Whistleblowing	10	\$1,747,404.81

⁷ A query of the employment practices claims database during the time period (7/01/03-3/31/07) indicates that the above complaints are the top 10 categories with the most frequent allegations. These represent **open and closed** matters. Therefore, the dollar figure listed for some is still a projection of what will be paid out and likely to change.

Top 10 Most Expensive Employment Practices Lawsuit Types – All Campuses		
Cause Descriptions	Total Claims	Total Incurred
Discrimination - Gender	13	\$12,483,857.31
Retaliation	19	\$5,870,081.82
Discrimination - Disability	40	\$5,572,068.89
Racial Discrimination	25	\$3,882,314.49
Wrongful Termination	32	\$2,767,051.41
Breach Of Contract	12	\$2,692,967.08
Sexual Harassment	15	\$2,218,291.56
Retaliation - Whistleblowing	10	\$1,747,404.81
Defamation Of Character	5	\$1,050,616.15
Discrimination - National Origin	9	\$873,300.33

⁸ A query of the employment practices claims database during the time period (7/01/03-3/31/07) indicates that the above allegations are the top 10 categories that are the most expensive causes to litigate. This chart represents **open and closed** items. Therefore, the dollar figure listed for some is still a projection of what will be paid out and likely to change.

<u>Employment Practices Lawsuits</u>	<u>Closed 7/1/02 through 10/16/07</u>			
<u>Top 10 Most Expensive</u>				
<u>Claim</u>	<u>Cause Description</u>	<u>Claim Paid - Ind/Loss</u>	<u>Claim Paid - Expense/Other</u>	<u>Claim Total Incurred</u>
<u>1.</u>	<u>Racial Discrimination</u>	<u>\$1,600,000.00</u>	<u>\$503,406.53</u>	<u>\$2,103,406.53</u>
<u>2.</u>	<u>Racial Discrimination</u>	<u>\$1,300,000.00</u>	<u>\$471,648.15</u>	<u>\$1,771,648.15</u>
<u>3.</u>	<u>Sexual Harassment</u>	<u>\$0.00</u>	<u>\$1,267,924.37</u>	<u>\$1,267,924.37</u>
<u>4.</u>	<u>Sexual Harassment</u>	<u>\$0.00</u>	<u>\$1,221,082.91</u>	<u>\$1,221,082.91</u>
<u>5.</u>	<u>Wrongful Termination</u>	<u>\$30,000.00</u>	<u>\$977,157.98</u>	<u>\$1,007,157.98</u>
<u>6.</u>	<u>Discrimination - Disability</u>	<u>\$707,004.64</u>	<u>\$274,816.80</u>	<u>\$981,821.44</u>
<u>7.</u>	<u>Retaliation</u>	<u>\$400,000.00</u>	<u>\$476,595.18</u>	<u>\$876,595.18</u>
<u>8.</u>	<u>Retaliation</u>	<u>\$0.00</u>	<u>\$810,781.83</u>	<u>\$810,781.83</u>
<u>9</u>	<u>Retaliation</u>	<u>\$569,321.75</u>	<u>\$226,704.63</u>	<u>\$796,026.38</u>
<u>10.</u>	<u>Wrongful Termination</u>	<u>\$0.00</u>	<u>\$768,405.98</u>	<u>\$768,405.98</u>

⁹ A query of the employment practices claims database for 5 years (7/1/02-10/16/07) of *closed* claims data indicates the individual lawsuits listed above have been the top 10 most expensive lawsuits over that time period.

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UC Staff Diversity Council

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Jeanette Bradeen, UCR – Director Residence Life – Housing Services

Lynda Brewer, UCI – 2006-07 Staff Advisor to the Regents/Assistant Director, Capital Planning

Eugene Britt, ANR – Director, Affirmative Action/Equal Opportunity

Paula Doss, UCSD – Director, Equal Opportunity/Staff Affirmative Action

Joseph Epperson, UCOP – Director of Diversity & Employment

Joel W. Gonzales, UCSF – CUCSA/Admissions Coordinator

Patricia Hiramoto, UCSC – Staff Director – EEO/AA

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Lubbe Levin, UCLA – Associate Vice Chancellor, Campus Human Resources

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April 1, 2008

PRESIDENT DYNES
University of California
Office of the President

Subject: UC Report of the Staff Diversity Council – April 2008

Dear President Dynes:

We are pleased to present to you the first annual report of the UC Staff Diversity Council. Our twenty-member Council was charged by you in March 2007 to advise senior UC leadership and work alongside the UC Diversity Study Group in setting an agenda that promotes staff diversity throughout the UC system.

Over this past year, we have focused on a broad range of staff diversity issues including recruitment, retention and promotion; talent management, succession planning and leadership; and work climate. Our work also included a focus on the importance of data collection and the means by which to broadly monitor and evaluate progress on the University's staff diversity initiatives.

We'd like to thank all those involved in the development of this report, and we appreciate the support given by the Chancellors and many other leaders throughout the UC system. It is the hope of the Council that this report and the recommendations contained in it will be fully embraced and implemented as a first step toward threading diversity principles and practices through the fabric of the employment experience of our staff workforce.

We would like to also thank our colleagues on the Council for all of their hard work and dedication to this important effort.

Sincerely,

Linda Morris Williams
Chair

Rahim Reed
Co-Vice Chair

John O. White
Co-Vice Chair