

September 2007

**UPDATE FOR REGENTS STUDY GROUP ON UNIVERSITY DIVERSITY:
UC STAFF DIVERSITY COUNCIL**

Overview/Historical Context

With changing demographics, an aging workforce, global sourcing for new staff, and concern about staff recruitment, retention and promotion, the University of California must improve its diversity strategies, policies and opportunities available to its staff if it is going to remain competitive and serve as an employer of choice for the best staff talent from diverse backgrounds. With over 175,000 personnel (Full Time Equivalent), the University of California is one of the largest employers in the State of California and the contributions made by staff to the University's mission of teaching, research and public service are enormous. To maintain UC's reputation as the number one public research and teaching University, and to continue its commitment to improving and increasing diversity in its workforce, we must implement key changes and improvements in order to advance the institution.

To begin addressing the above commitment, in March 2007 President Robert C. Dynes appointed the UC Staff Diversity Council to advise senior UC Leadership and to work alongside the UC Diversity Study Group appointed by The Regents to set an agenda that promotes staff diversity throughout the system. By design, the Council is a standing council reporting directly to the President on an annual basis to ensure a sustained platform on achieving a staff workforce that is reflective of all the constituents we serve at all levels; and a University workplace where quality of work life is valued and every employee is provided the opportunity to work and thrive in an environment characterized by equity, fairness, and respect.

The Council is comprised of members who serve a two-year appointment 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.

The charge of the Council is 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 objections 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.

Initial Work

The UC Staff Diversity Council first met in April 2007 with President Dynes at the UC Office of the President. At this initial meeting the Council established a platform focused on developing a structure of conducting its work. The structure was to include three full day meetings in which the council would formulate sub-committees for the purpose of carrying out the charge outlined above. As part of these initial meetings the Council has met with or will be meeting with invited guests throughout the University including Chancellors, other members of campus leadership, the Office of General Counsel, and the Office of Risk Management in order to obtain information related to staff matters within the University communities. The Council met in June at UC Riverside, in August at UC Santa Cruz, and will meet again in October at UC Irvine

Following this initial work, the Council will meet bi-annually the first of which will be in January 2008 hosted by UC San Diego, followed by UC Berkeley/UC San Francisco in July 2008. These bi-annual meetings on campuses will include Town Hall meetings in order to engage the entire community in this important effort.

Sub-Committees Structure/Charge

The Council formed five sub-committees in response to its charge. The five sub-committees and their individual charges are as follows:

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 recourses 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 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.

Areas 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.*

Summary and Observations

First, the UC Staff Diversity Council supports the recommendation of the UC Diversity Study Group in the adoption of the UC Academic Senate Statement on Diversity.

Secondly, the UC Staff Diversity Council immediately acknowledges the challenges it faces in providing the level of analysis required due to the lack of sufficient and effective data management systems. Therefore, we recommend to the President Dynes and The Regents that the necessary attention and resources be directed to resolve this underlying problem.

In doing so, the UC Staff Diversity Council looks forward to meeting annually with the President and reporting to The Regents on our progress in embedding diversity into our core mission of teaching, research, and public service as we pursue equal access and inclusion for all members of the UC workforce.