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# Office of the President Anti-Racism Task Force Report

November 2020





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## Executive Summary

The UCOP Anti-Racism Task Force was charged with considering how best to advance the Office of the President at all of its locations toward the full embodiment of its [values](#) so that it is consistently fair, equitable and anti-racist in its behaviors, policies, practices and structures.

The Task Force was asked to discuss and assess the following:

- How are UC Office of the President’s values currently reflected, and how should those values be reflected in behaviors, practices and structures? Where do gaps or misalignments exist?
- What policies, practices and structures should be retained?
- Which policies, practices and structures should be revised or eliminated?
- What new policies, practices and structures are needed, and how should UCOP go about developing them?

The final report of the UCOP Anti-Racism Task Force (ARTF) provides critical observations and recommendations in five areas of focus that impact the employee lifecycle: recruitment, hiring, career pathways and promotion, retention, and workplace culture.

During the five months that the ARTF members conducted this review, they gathered information and insights from over 1200 employees and stakeholders, nine employee affinity groups, and nine consultants. The task force members divided into five workgroups and reviewed 31 policies and local procedures.

The surveys, interviews, focus groups and policy review conducted by the task force revealed opportunities to significantly improve the employee experience and to create a working environment free of anti-Black and other forms of bias, discrimination and racism. The ARTF recommendations, associated strategies, and timelines for implementation converge around three key themes:

- Advancing the Office of the President as an anti-racist workplace requires acknowledging that the workplace contains practices, policies and behaviors that foster and sustain inequity. Without undertaking *deliberate* efforts to revise policies and practices and hold individuals accountable for behaviors that undermine employees’ inclusion and sense of belonging and achievement, the Office of the President will fall short of its aspirations.
- Advancing the Office of the President as an anti-racist workplace requires that leaders *at all levels* play a stronger and more clearly defined role in advancing equity, diversity and inclusion (EDI) principles, goals and strategies to achieve improved outcomes. Absent robust leadership engagement, training and professional development, the Office of the President will fall short of its aspirations.
- Advancing the Office of the President as an anti-racist workplace requires that the organization invest in an infrastructure and system of support, accountability and transparency for EDI and anti-racism for Office of the President employees. Without investments to advance organizational maturation, the Office of the President will fall short of its aspirations.

The information that follows is a compilation of five workgroup reports. While the themes and recommendations are compressed for ease of reference, each workgroup provided specific details for each reviewed policy, procedure or local process. The workgroup reports will be made available to function as guides for implementing the recommendations included in this report.

## Introduction and Background

Pivotal events, such as the global pandemic and the current presidential administration, have exacerbated a national climate that normalizes the dehumanization of American citizens and immigrant people of color, resulting in increased incidents of intimidation, bias and violence. The murders of George Floyd, Breonna Taylor, Ahmaud Arbery and other Black people heightened our global consciousness of racial injustice. The labeling of the COVID-19 coronavirus as the “Chinese Virus” and “Kung Flu” by public figures has increased verbal and physical attacks, hate incidents and crimes against our Asian population, causing fear and blame-related discrimination. At the national level, the President’s use of disparaging language against Mexicans and his encouragement of violence against immigrants have increased hate incidents and crimes associated with societal fear of immigrants.

The University of California Office of the President has committed to promoting equity, diversity and inclusion while countering racism. To fully advance the Office of the President as an anti-racist organization, leaders must take a critical assessment of all aspects of the work experience to actively make existing systems, processes and practices more equitable by transforming and opening up paths to information and opportunity to those who currently have less access to them.

In December 2019, the Office of the President finalized a strategic framework as part of the effort to “guide divisions in focusing their energy and resources on actions that will best position the University of California to achieve its academic, research and public service missions.”<sup>1</sup> The framework identifies diversity and inclusion as core values and articulates its commitment as follows:

We embrace diversity, equity and inclusion in all forms. We strive for a community that fosters an open, inclusive, and productive environment where we respect the potential of all individuals to make a positive contribution.

The five strategic objectives of the framework include one specific to Office of the President employees, namely the development of a “People” strategic objective to ensure that all divisions should:

Attract, develop and retain diverse, highly productive, talented and motivated people who exemplify our core values and thrive in a culture of equity and inclusion, service, innovation and change.

As the first step in a broader acknowledgment that its systems and practices operate to sustain inequity in the workplace, in June 2020 President Emerita Napolitano called for an Office of the President Anti-Racism Task Force to review policies, procedures and practices through an anti-racist lens and to make recommendations that increase inclusion and belonging and foster an open, inclusive and productive work environment for all.

### Task Force Structure

The task force was led by co-chairs Cheryl Lloyd, Interim Vice President Systemwide Human Resources — COO Division and Associate Vice President and Chief Risk Officer — CFO Division, and Yvette Gullatt, Vice President for Graduate and Undergraduate Affairs, Vice Provost for Equity, Diversity and Inclusion and Chief Diversity Officer. The call for members attracted 81 nominees, with 21 individuals self-

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<sup>1</sup> [University of California Office of the President Strategic Planning Framework \(2019\)](#)

nominating. A total of 57 employees (Appendix A) was selected to participate, representing the divisions, the Employee Engagement and Diversity Group, the employee affinity groups, Office of the President Staff Assembly, the President's Advisory Committee on the Status of Women, Office of the Secretary of the Regents, and the Academic Senate. The work of the task force was supported by a core planning team from Systemwide Human Resources, including its Systemwide Human Resources Fellows; Graduate, Undergraduate and Equity Affairs; and the UCOP Office of Culture, Engagement, Diversity and Inclusion.

### Definitions of Key Terms

The task force acknowledges that diversity, equity, inclusion and anti-racism are difficult concepts and terms. For the group to ensure consistency of language and to provide recommendations that were universally accepted, the group defined specific terms. The task force recognized that it would be impossible to engage in difficult dialogues without consensus on the definition of these terms. Each workgroup established agreement on their area of focus, thereby defining for themselves the scope of recruitment, hiring, career pathways, promotion, retention and workplace culture.

The task force agreed to the following shared definitions for key terms used throughout their work and within this document:

**Anti-racism:** The policy and practice of actively opposing racism and promoting racial justice. Anti-racism is a proactive commitment to eradicating racism and to exploring and accepting responsibility for one's own part in it.

**Diversity:** Variation among social groups, which includes differences in power, privilege and status. There are countless visible and invisible facets of social diversity, including, but not limited to, ethnicity, faith, gender, sexual orientation, ability, age and political affiliation.

**Equity:** A principle of fairness, with freedom from bias. Equity takes into account that people have different access to resources because of systems of oppression and privilege.

**Inclusion:** Embracing the strengths of our diversity in ways that make all people feel welcomed and valued for who they are, individually and systemically.

**Microaggressions:** Subtle, often unconscious everyday behaviors that unintentionally denigrate someone from a historically marginalized or non-dominant group. They are small in themselves but can have a cumulative, demoralizing effect on individuals.

**Systemic racism:** Collective racial prejudice backed by legal authority and institutional control.

### Characteristics of an Anti-Racist Organization

In order to review workplace policies, local procedures and practices through an anti-racist lens, the task force also identified the characteristics of an anti-racist organization. An anti-racist organization takes actions to address representation or opportunity, as well as structural issues that impact employee equity. Anti-racist workplaces strive to create a multiracial, multicultural, multi-generational and fully inclusive work environment. To do so, they assess their organizational culture and strive to take steps to improve it.

Anti-racist organizations actively interrupt anti-Black and other forms of racism by addressing bias and discrimination openly and transparently and by speaking out and acting upon issues of equity and inclusion. They integrate anti-racist practice in the day-to-day work of the organization and cultivate environments where employees feel safe discussing matters of race openly and identifying solutions for addressing racial and other forms of bias. Managers and supervisors are well versed in anti-discrimination laws, policies and practices, and cultural competencies are assessed as part of management performance. Employees have access to tools and resources for reporting incidents of racism, bias and discrimination, and the organization responds promptly and effectively to those reports by taking action to address and remedy racial discrimination and harassment. Measures of employee engagement explicitly address racism and discrimination, using those terms intentionally in survey questions. Management accountability includes specific goals tied to measures of employee engagement. Learning and development opportunities are designed around input from employees, and training is provided by a diverse cadre of professionals with experience in equity, diversity and inclusion.

## Methodology

The task force members were organized into five workgroups: hiring, recruitment, retention, promotion and workplace culture. These groups divided the work into two phases. Phase I began July 16, 2020, and concluded on July 31, 2020, with a preliminary report shared with President Emerita Napolitano. The preliminary report was reviewed with President Drake on September 23, 2020, to obtain approval for the task force's direction and to see if there were additional areas of concern to be included for review by the task force.

### Phase I

In the first phase, the five workgroups aligned with the following goals:

- **Recruitment goal:** to assess current practices and recommend changes with the goal of attracting diverse candidates for positions at all levels of the organization.
- **Hiring goal:** to assess current practices and recommend changes with the goal of addressing concerns about bias and discrimination in the Office of the President hiring practices.
- **Promotion and career pathways goal:** to assess how existing policies and procedures address employee concerns about perceived acts of bias, intolerance and discrimination in promotion and opportunities for career development.
- **Retention goal:** to identify opportunities to enhance staff engagement, to develop recommendations for additional actions that improve engagement of staff and to identify measures that can be taken to educate and prevent bias and discrimination.
- **Workplace culture goal:** to assess the efficacy, transparency and appropriateness of existing mechanisms and procedures for addressing employee concerns about perceived acts of bias, intolerance and discrimination at the Office of the President.

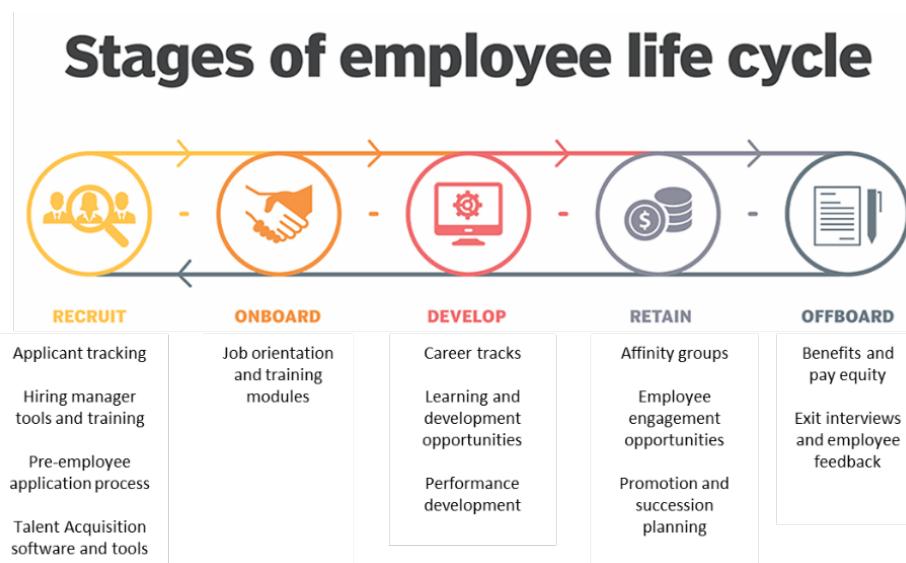
The workgroups discussed three exploratory questions:

- What do you know about and/or think about how the Office of the President currently handles/conducts [work group topic]?
- What have you experienced in this area, what is working, and what concerns/confuses/bothers you the most about [work group topic] as it relates to perceptions of bias, discrimination and/or racism?
- What do we do currently, and what are some ways we might respond to bias/discrimination/racism in [work group topic]?

The task force members shared their perspectives on the current Office of the President environment and identified near-term concerns and priorities. These observations served as preliminary findings presented in the preliminary report.

## Phase II

During the second phase, the task force members used various tools to determine the best approach to conducting reviews and analysis of the current environment and the employee experience through the employee life cycle (see Figure 1). The workgroups utilized the Anti-Racism Task Force Planning Tool (Appendix B) and the Theory of Change (Appendix C) to prioritize the work. Workgroups engaged in exercises to clarify terminology and to establish a common language for their conversations. The workgroups created individual reports for each area of focus, which will be available to the implementation team to continue this work.



**Figure 1.** Stages of the employee life cycle. (Source modified from [2018 TechTarget](#))

### Data Collection and Document Review Process

Workgroups conducted analyses to better understand the strengths and weaknesses of, opportunities at and threats to the Office of the President in maintaining an inclusive environment. The strengths/weaknesses/opportunities/threats (SWOT) analyses included reviews of existing and historical documents related to diversity, equity and inclusion; previously released University of California reports;



UC Information Center (Institutional Research workforce data); the Human Resources internal and external program and job websites (including jobs site, career tracks, onboarding, mentoring program) and the exit survey tool “Departure Way” from Gartner.

Some of these documents included:

- 2009 values report titled “Values Initiative: Creating a New Culture Together”
- 2015, 2017, 2019 CUCSA Staff Engagement Survey — Office of the President Results
- 2016 UC-CORO Systemwide Leadership Collaborative — Northern California Cohort report, “Creating a More Equitable and Inclusive Environment: Bridging to 2025 by Enhancing Current Staff Hiring and Retention Practices”
- 2017–18 UCOP Equity and Inclusion for Staff — Strategic Goals
- 2018 UC-CORO Systemwide Leadership Collaborative Northern California Cohort report, “Leading with Diversity: UC as a National Model for Cultivating Diverse Leaders”
- 2019 University of California Office of the President Affirmative Action Plan
- 2019 University of California Office of the President Strategic Framework
- 2019–20 to 2021–22 Office of the President Workforce Plan
- UCOP Hiring Manager’s Toolkit (website and Box folder documents)

The workgroups conducted comparative analyses between University of California policies and the corresponding Office of the President local procedures and practices to assess how effectively they addressed concerns about racism, bias, intolerance and discrimination. Each workgroup identified areas of concern and opportunities that are included in the findings section of this report.

To assist in gathering information on the state and priorities of diversity and inclusion efforts at the Office of the President, task force members, division and department leaders, chiefs of staff and the Employee Engagement and Diversity Group, as well as Office of the President Human Resources (herein “local HR”) professionals were invited to complete the Gartner Diversity and Inclusion Maturity Assessment. Gartner’s assessment tool measures an organization’s diversity and inclusion maturity and the level of importance of each activity.

### *Employee Voices*

It was important to the task force to include as many employee perspectives as possible. Employee voices were captured in various methods to assist the workgroups in understanding the employee experience within the Office of the President. Every effort was made to maintain employee anonymity while obtaining information, and results were shared as aggregate data to maintain confidentiality.

An external consultant, Lisa Walker, was retained to conduct Office of the President focus group sessions. Four open enrollment focus groups were advertised by the task force members as well as through the UCOP newsletter, Link. Additional focus groups were held for Riverside, Sacramento and Washington, DC employees to ensure that location-specific themes were captured for recommendations and reporting. Seventy-one employees participated in conversations.

Workgroup members met with specific employee groups, subject matter experts, and offices which support Office of President employees, including:

- Institutional Research and Academic Planning
  - Pamela Brown, Vice President
  - Ryan Chan, Director
  - Amit Prayag, Institutional Research Analyst
- Local Human Resources
  - Nancy Pluzdrak, Executive Director
  - Juveria Aleem, Project Manager/Business Analyst
  - Karen Arnold, Senior HR Business Partner
  - Kelly Howard, Talent Acquisition Manager
  - Annie Prozan, Talent and Organization Development Manager
  - Merideth Wakeman, Project Manager, Organizational Design and Development
- Diversity, equity and inclusion subject matter experts
  - Francesca Galarraga, Organizational Consultant for Culture, Engagement, Diversity and Inclusion, UCOP
  - Lady Idos, Chief Diversity, Equity, and Inclusion Officer, Lawrence Berkeley National Laboratory
  - Elana Isaacs, Equity, Diversity, Inclusion and Belonging Consultant and Trainer, Beyond Separation and The Justice Collective
  - Nancy Kahn, Principal, Across Differences Institute and Partner, Compass Narratives
  - Joanna Trammell, Department Manager, Pharmaceutical Chemistry, UCSF
- President’s Advisory Committee on the Status of Women (PACSW)
- UCOP Affinity Groups
  - Asian and Pacific Islander Staff Association (APISA)
  - Black Staff and Faculty Organization (BSFO)
  - Crafts Group
  - Latino Staff Association (LaSA)
  - Native American, Indigenous and Pacific Islander Staff Association (NAIPISA)
  - Sustainability Affinity Group
  - UCOP Pride
- UCOP Staff Assembly (OPSA)

The task force also conducted an Anti-Racism Task Force Employee Survey that captured data in the five areas of focus while also helping to shape the conversation regarding what it means to be an anti-racist organization. Utilizing the Willis Towers Watson survey tool, the task force distributed an 18-question survey to 1927 Office of the President employees.

#### *Best Practices Data*

The workgroups reviewed industry best practices and comparable institutions of higher education policies and procedures to provide recommendations that will assist the Office of the President in improving workplace culture by fostering diversity through more equitable and inclusive processes, as well as corresponding recommendations to improve the work environment at the Office of the President.

### *Challenges to Data Collection and Review*

The complex nature of data collection and retention at the Office of the President presented a few challenges for the task force. The task force was unable to obtain some of the information requested because the organization does not collect the information in the manner requested or because of the difficulty of running reports during the August to November 2020 timeframe that captures the requested information. The workgroups found that the inability to present data was reflective of institutional concerns regarding transparency and the ability for employees to find information and guidance easily.

Several Office of the President systems are in the process of transitioning or updating and, as a result, data could not be obtained in time or had not been collected. Specifically, the transition from the Classification Application Tracking System (CATS) to the new Talent Acquisition Management System (TAMS), the end of performance management reviews in Halogen to the new performance management system with new core competencies, and the inability of systems to interact with one another or with downstream systems (such as TAMS and UCPATH) created obstacles to obtaining data. Examples of data that were not available for review included:

- Reports of applicant data, job data, hiring data (talent management systems were being updated and data was being transferred between systems)
- Applicant complaint process (unlikely that records are maintained)
- Workforce data by division and department (not available from a single source and could not be compiled within the task force timeframe)
- Performance review data (performance management system transitioning to new software and information collected through the performance management system would need to be cross-referenced with information from UCPATH and was not available within the task force timeframe)
- Exit interview data (data not available due to system issues)
- Salary calculations, pay equity and negotiation information (data not available within the task force timeframe)

### **Findings and Observations**

As a generation of employees moves towards retirement and a new generation moves up the ladder in their career, it will be essential to make the Office of the President reflect its values regarding diversity and inclusion if it is to retain talented employees and serve as an employer of choice.

Despite the Office of the President's stated aspirations, many employees report a work environment where there is significant mistrust and fear of retaliation. These perceptions underscore the importance of policies and procedures that align to proactively address bias and discrimination, significantly enhance managerial training and accountability, offer clarity of complaint reporting paths and provide meaningful opportunities for employee engagement and recognition.

### **Opportunity Themes**

The task force workgroups observed eight areas of opportunity for greater diversity, equity and inclusion at the Office of the President generally and, more specifically, to address anti-Black and other forms of racism and discrimination.

**1. There is an opportunity for greater engagement and consistency in how Office of the President leaders, at all levels, communicate and act on their commitment to the core values expressed in the UCOP Strategic Framework.**

How leaders communicate their values and actions to improve workplace culture is critical. One way to measure leadership commitment is to design and implement business strategies that align with the core values expressed in division-level strategic plans. The importance of consistent leadership engagement is evident in the goals outlined in those division-level strategic plans. Although divisions share a common objective (“Attract, develop and retain diverse, highly productive, talented and motivated people who exemplify our core values and thrive in a culture of equity and inclusion, service, innovation, and change”<sup>2</sup>), they do not share common strategies to advance core values. The absence of consistency in division-level strategies means that employees in different areas of UCOP may have different employee experiences, and outcomes for the whole of UCOP will be challenging to measure when inputs vary so widely. While it is important that strategies align with the needs of specific divisions and departments, it is equally important that every division and department integrate a set of common strategies to ensure that employees have a common experience regardless of where they work at UCOP.

In addition to committing to a shared vision for employees, leaders need to fully demonstrate a desire to transform the organization into a more inclusive workplace. Leaders must be held accountable for adhering to policy and local practice changes. By committing and aligning efforts, leaders can increase organizational trust and employees’ sense of belonging.

**2. There is an opportunity to greatly improve diversity, equity, inclusion and anti-racism training for all levels of the organization and all employee-facing practices.**

Only recently (June 2020) has implicit bias training become required for managers. The implicit bias training is optional for all other employees. Other diversity, equity and inclusion offerings have increased since protests have affected the work environment; however, attendance is voluntary and discussions are minimal. Since the death of George Floyd, individual departments have sought to increase efforts to provide listening sessions and opportunities; however, minimal senior leadership participation occurs. There is opportunity to craft a consistent long-term strategy for the Office of the President as a whole.

Publicly available resources are not advertised or shared broadly with the UCOP community. Only the intrepid who seek, find and devote personal time will access and benefit from these tools. Every stage of the employee experience — recruitment, hiring, retention, promotion/career pathways and workplace culture — requires specific inclusion of diversity, equity, inclusion and anti-racism considerations. The “one and done” approach to training is not adequate.

Many managers are perceived as not viewing their roles to include serving as facilitators of learning. Over the last two years, learning and development resources have expanded significantly, and efforts are underway to diversify the trainers used for various courses. However, beyond implicit bias courses, there remains a limited opportunity for managers to learn and integrate cultural competencies and to become knowledgeable in the laws, policies and procedures to address racism, bias and discrimination.

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<sup>2</sup> The “People” goal as stated in the [University of California Office of the President Strategic Planning Framework \(2019\)](#).



The Anti-Racism Task Force Employee Survey results indicated that search committee members and leaders involved with the hiring process have varying levels of experience with training and preparation for recruiting new employees to the Office of the President (see results below). The inconsistent experiences with training and processes — with many respondents indicating that they were not aware that training existed — may affect the Office of the President’s ability to increase diverse representation and may negatively impact the recruitment and hiring processes for hiring managers, search committee members and applicants.

**3. There is opportunity to improve diversity, equity and inclusion oversight and accountability across the organization and in all facets of employee experience.**

The Office of the President lacks a culture of accountability for addressing racial discrimination, bias, equity or microaggressions. The task force was unable to determine how the Office of the President Human Resources team proactively addresses potential areas of bias and discrimination in any employee process, including evaluating outcomes. While there are systemwide policies and local procedures, employees noted the difficulties in finding the right process to express their grievances, the complex nature of each process, and a general lack of trust that the situation would be handled correctly, confidentially, efficiently or in a timely manner. These concerns discouraged employees from participating in the available processes until their situations become untenable, rather than proactively addressing potentially minor transgressions.

Local HR is charged to maintain records. However, it is unclear who “enforces” or assesses diversity considerations or how metrics and benchmarks are established for different components of the employee experience. How data is recorded, tracked and reported is critical for organizational change and increased accountability. Tracking and recording of data includes the statistical analysis of applicant pools, interview pools, finalists and hires; exit survey/retention data; and employee engagement surveys. Absent such metrics, it is difficult to measure progress either at the departmental level or for the Office of the President as a whole.

**4. There is opportunity to improve systemwide policies and Office of the President local procedures to better address diversity, equity and inclusion to increase accessibility, standardize adherence to policies and procedures across and within departments, and provide clarity on how complaints are handled.**

Many employees report work environments where there is significant mistrust and fear of retaliation, underscoring the importance of policies and procedures that align with clear complaint-reporting paths and transparency about how reports are handled. In general, identification and interpretation of those processes and practices are left to the discretion of managers.

Where Office of the President local procedures exist, they are frequently outdated, not aligned to systemwide policies or guidelines/best practices, or contain diversity, equity and inclusion concepts and practices (e.g., “equity advisor,” “due consideration”) that are undefined and leave compliance open to interpretation.

In recruitment, the absence of standards and practices can lead to hiring recommendations based on general notions of whether a candidate is a “good culture fit” with the department, which is often self-replicating and exclusionary, rather than whether they are qualified and may help diversify skills and experience within the department. While the current procedures for approving salary offers and ranges

are rigorous, the degree to which hiring managers engage in negotiation or offer higher salaries based on a candidate's racial or ethnic background and/or gender is not standardized and may lead to inequity. There does not seem to be data available to assess this issue and its impact.

There is an absence of specific steps that employees can take to address issues or concerns or to register race-related complaints. Some Office of the President local procedures are significantly out of date (for example, UCOP Procedure 63: Investigatory Leave) or non-existent (no local procedure for Abusive Conduct and Bullying).

The workgroups reviewed systemwide policies and Office of the President Human Resources local policies and procedures that focused on the five key areas of focus and affected the organization's ability to be an anti-racist organization. The specific areas of opportunity for each reviewed policy and local procedure are available in the individual workgroup reports and are summarized in Appendix D.

**5. There is opportunity to advance managerial culture at the Office of the President toward greater accountability for the employee experience throughout the employee life cycle, from recruitment and retention, to advancement and promotion, and employee engagement.**

Lack of accountability for how decisions are made often provides room for unconscious bias or racism. Accountability measures, where available, are not well communicated. In some critical areas (e.g., bullying), they are non-existent.

Existing policies and local practices may have good intentions but are not being implemented uniformly by management, making it appear that there is bias involved in local decisions. One outcome of the current approach is that employees of color at the Office of the President are less aware of existing policies and procedures around promotion and classification, which has led to employees of color not advancing in their careers in the same way as their peers.

Employees are sometimes discouraged by managers from reclassifying into senior-level positions and are instead encouraged to leave the Office of the President and return later in their career to be promoted. Reclassifications at the Office of the President do not appear to translate into career promotions, despite messages to employees that reclassification and promotion are equivalent.

Managers now have new tools and documents, developed through the new TAMS database and created by local HR, for obtaining data and tracking the recruitment and hiring process. However, access to documents is restricted, and the system rollout is limited to hiring managers. As a result, issues related to lack of transparency and knowledge persist, requiring initiative by the individual hiring manager to seek resources and self-educate based on their own time and motivation. Additional feedback from early users of TAMS is necessary to determine whether they found that TAMS contains adequate guidance on how to conduct an inclusive search.

**6. There is opportunity to significantly improve data transparency, and the availability and use of data, to drive decision-making about and on behalf of employees.**

It is difficult to contextualize the racial disparities caused by existing policies and local procedures due to limited access to data that can be used to outline the discrepancies. As it currently stands, the Office of Institutional Research and Academic Planning (IRAP) serves as the only source of workforce diversity data disaggregated by the Office of the President at a division and department level. However,

Institutional Research data does not track promotions from within specific divisions in the Office of the President. Access to qualitative and quantitative data for the Office of the President is critical to developing and implementing well-informed anti-racist strategies. The limited availability of workforce diversity data limits understanding of the full range of issues and potential solutions.

**7. There is opportunity to better utilize Office of the President affinity groups as employee resource groups promoting equity, inclusion and anti-racist workplace culture.**

Obstacles to inclusion and to a sense of belonging have significant impacts on employee morale. Affinity groups provide employees opportunities for participation and engagement in events and discussions. They serve as connective tissue in the organization, bringing a diverse cross-section of employees together, linking employees across various Office of the President offices to one another and providing critical networking opportunities, as well as cultural and professional education. In sum, these groups create a safe space within the organization for employee growth, understanding, compassion and empathy. Despite their importance to employees, affinity groups at the Office of the President are treated as nice-to-have, rather than essential, elements of the Office of the President's business strategy.

Affinity groups also provide the service and community engagement opportunities that link employees to the mission of the University. The Black Staff and Faculty Organization (BSFO), for example, has community partnerships with nonprofit organizations and holds fundraising activities throughout the year to provide scholarships to UC students.

Other examples include the Office of the President Staff Assembly, which holds an annual UC undergraduate admissions application series, and the Latino/a Staff Association, which brings to the Office of the President community speakers who share their struggle for basic human rights and dignity and who emphasize the importance of working together. Given the importance of these efforts to employee engagement and morale, it is crucial to recognize employees for their service in performance appraisals and to include community service and engagement among Star Awards criteria.

**8. Developing cultural competency is critical if the organization is to “change deeply.”**

There is fear among many Office of the President employees over retaliation for speaking out. The long-term memory of Office of the President employees is very strong. There is concern about the UC mission among employees, which is apparent in Employee Engagement Survey results. Many Black, indigenous and other people of color feel disenfranchised, disconnected and disempowered. The Office of the President has a culture where employees are expected to be fully present; however, employees' experience is highly variable depending on their site, division, department, organizational role and length of service.

As an organization, the Office of the President should strive to continue to encourage employee loyalty to the UC brand while establishing in them the same sense of commitment to the Office of the President, so that as they continue to work at the Office of the President, they align more closely to its mission to provide high-quality public education and public service.<sup>3</sup>

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<sup>3</sup> Commitment to the UC brand rated 93 percent, the highest rating on the [2019 Employee Engagement Survey](#).

## Focus Group Results

Between October 12 and October 27, 2020, the Anti-Racism Task Force held seven focus group sessions. The task force recruited an external facilitator, Lisa Walker, to guide the conversations and maintain confidentiality and anonymity. Each session included nine to 15 employees, with 71 employees participating in all the sessions. The employees were asked seven polling questions and eight open-ended questions, all of which addressed their experiences working at the Office of the President (see Appendix E for the complete list of questions).

The results of the polling questions indicated that the majority of participating employees were hired from external organizations and had previous experience at other UC locations. Few participants had supervisory experience or had been promoted since their time at the Office of the President. Many were unaware that the Office of the President had career tracks that could assist them in their career planning or promotions. The participants were split with their responses to having experienced racism, bias, discrimination or a microaggression while working in the Office of the President.

When responding to the open-ended questions, participants shared a plethora of perspectives that showcased the variety of employee experiences. Questions regarding the recruitment and hiring process from the perspective of an applicant ranged from employees having a “very candidate-friendly and easy” experience to a “confusing and not friendly” experience. The majority of the participants commented on the process feeling unorganized, arduous and/or lengthy. Questions regarding recruitment and hiring from the perspective of a hiring manager or committee member reinforced the workgroup findings that employees lacked experience talking about or understanding diversity and equity in relation to asking appropriate questions or providing consistency in protocols or processes, and most noted that their peers focused on departmental “fit” more than other criteria.

When participants were asked to share their experiences of bias, racism or discrimination within the Office of the President, the facilitator noted how easily employees were willing to share gender bias but were less comfortable speaking of racism or other forms of bias. Participants expressed fear of negative impact for sharing experiences or observations of bias and discrimination, and they added that the Office of the President needs to create “safe spaces” for talking and learning about discrimination, bias, racism, diversity and equity in the workplace. Most commented that the Office of the President needed to increase educational opportunities and to create a culture of accountability.

Employees responded primarily negatively when asked if they would recommend their departments to others as diverse, equitable and inclusive places to work for Black, indigenous or other people of color. The participants noted a lack of career growth, lack of promotion, and lack of safety from bias and discrimination as their reasons not to recommend their locations. Those that responded positively noted that it was primarily because of their teammates.

When asked what kept participants interested in continuing to work at the Office of the President, employees responded that they stayed because of the university’s mission, their colleagues and the pension and benefits. Other participants noted that their Office of the President workplace was a “toxic work environment” where they felt disrespected by an overly hierarchical environment.<sup>4</sup>

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<sup>4</sup> Quote from the Anti-Racism Task Force Focus Group Summary report provided by the facilitator Lisa Walker



For the location-specific sessions, employees shared that there is a distinction between working in Oakland and working in other locations. Key differences were representational diversity (more in Oakland), obstacles to communication and workflow (time zone differences were often neglected), and the proximity and exposure to others in the Oakland area affecting relationship building and workflow (those who visited Oakland were able to build relationships and receive more timely responses to emails).

Finally, focus group participants were asked to define what being an anti-racist organization could look like and what the role of leadership was in driving anti-racism. While responses focused on aspects of diversity, equity and inclusion more than specifically on anti-racism, there was consensus that the organization needed a “top-down approach” where leaders took more definitive actions to drive anti-racism for the Office of the President.<sup>5</sup> Participants suggested that the Office of the President increase education, assessments and audits to establish an anti-racist culture.

### Employee Survey Results

The Anti-Racism Task Force Employee survey was administered from October 28 to November 10, 2020. There was a 58% response rate, with 1112 employees participating in the survey. The survey results are presented by overall respondents and are disaggregated by race/ethnicity (Asian, Black/African American, Hispanic, White, two or more races, unknown) and gender<sup>6</sup> (female, male, unspecified/other/chose not to disclose).<sup>7</sup> Table 1 shows the participant breakdown by category. Survey questions and potential responses are available in Appendix F.

Employees were asked 18 questions in five topic areas (recruitment and hiring, promotion and career path, retention, workplace culture and anti-racism) and two open-ended questions. Respondents were given write-in options to provide details to questions to which they responded negatively. Two anti-racism questions included inquiries into employees having experienced racism, discrimination or bullying and whether they believed there were obstacles that prevented anti-racism or greater diversity, equity or inclusion at the Office of the President. Positive responses to these questions should receive lower favorable scores than other questions. The following shows the category results by disaggregated group.

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<sup>5</sup> Quote from the Anti-Racism Task Force Focus Group Summary report provided by the facilitator Lisa Walker.

<sup>6</sup> A “U” indicated respondent gender unspecified, other or chose not to respond in the UC Human Resources system. For ease of reference, this document will refer to this category as “unspecified gender.”

<sup>7</sup> Results disaggregated by other groups such as role (individual contributor, supervisory, managers, director and above) and contract type (policy covered and represented) are available upon request.

**Table 1:** Anti-Racism Task Force Employee Survey response rate by race, gender and contract type

| Race Category                             | Response Rate | Gender Category | Response Rate |
|-------------------------------------------|---------------|-----------------|---------------|
| American Indian/Alaska Native             | N/A           | Female          | 61%           |
| Asian                                     | 52%           | Male            | 55%           |
| Black/African American                    | 62%           | Unspecified     | 57%           |
| Hispanic                                  | 50%           |                 |               |
| Native Hawaiian or Other Pacific Islander | 33%           |                 |               |
| Two or More races                         | 63%           |                 |               |
| Unknown/Chose not to disclose             | 48%           |                 |               |
| White                                     | 67%           |                 |               |

Note: None of the employees who self-identify as American Indian/Alaska Native (n=4) responded to the survey.

*Survey Results by Race<sup>8</sup>*

Figure 2 details the category results by racial composition.

|                              | Overall<br>(1,112) | Asian<br>(240) | Black/African<br>American<br>(143) | Hispanic<br>(167) | Two or More<br>races<br>(31) | Unknown<br>(32) | White<br>(495) |
|------------------------------|--------------------|----------------|------------------------------------|-------------------|------------------------------|-----------------|----------------|
| Recruitment and Hiring       | 69                 | 1              | -10*                               | 1                 | -11                          | -6              | 3              |
| Promotion and Career Pathing | 55                 | 1              | -18*                               | 5                 | 0                            | -3              | 3              |
| Retention                    | 62                 | -2             | -17*                               | 2                 | -7                           | -3              | 6*             |
| Workplace Culture            | 62                 | -9*            | -18*                               | 2                 | 6                            | -9              | 9*             |
| Anti-Racism                  | 43                 | -1             | 8                                  | 0                 | 0                            | 0               | -1             |

**Figure 2.** Anti-Racism Task Force Employee Survey results by category and race

In recruitment and hiring, the survey results by race show statistically significant lower responses by Black employees in most categories. Black employees were selected less often to serve on screening, interview or hiring committees (43%) than their white counterparts (72%). White employees acted as hiring leaders more than any other racial group.

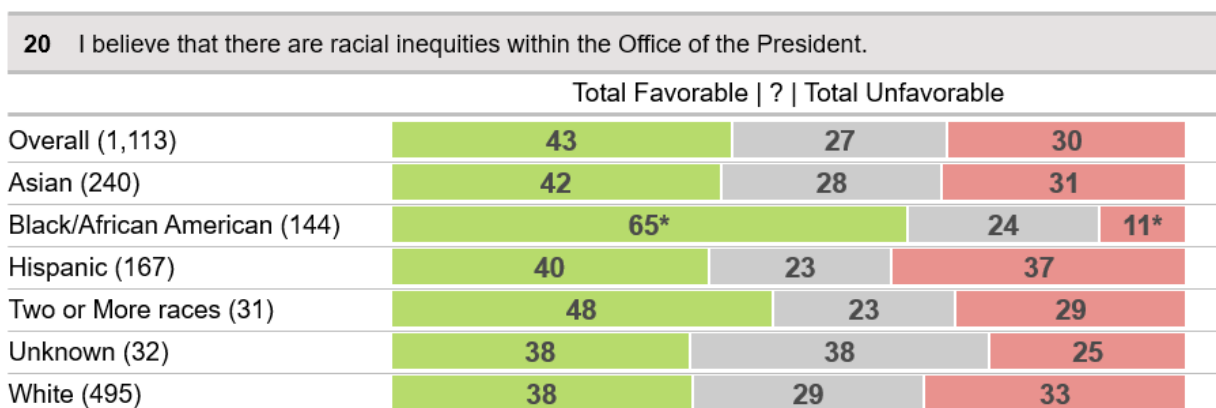
In promotion and career paths, Hispanic employees noted that managers did a better job of explaining how to advance in their career (63%) more than any other racial group. While most racial group results aligned with overall responses to how well the Office of the President does in promoting Black, indigenous, and other people of color (all in the 50 percentile range), Black employees responded 30% lower (22%).

Regarding questions of retention, Black and Hispanic employees rated compensation lower (49% and 52%, respectively) than their white coworkers (66%), who responded seven percentage points higher than the overall responses (59%). Questions regarding the retention of Black, indigenous and other people of color were rated lower by Black employees (24%) and those of unknown races (29%) than the

<sup>8</sup> Survey results are presented by percentage of responses favorable in the “Overall” section and then by the number of percentages higher or lower for each group response. The red indicates a lower response; the dark red indicates a statistically significant lower response. Green highlighted responses indicate a higher response, with dark green indicating statistically significant higher responses. The numbers of participants by race are in light gray.

overall rating (44%). Twenty-eight percent of Black/African American respondents noted that they have considered leaving the Office of the President because of race-related concerns.

Responses by race to the workplace culture and anti-racism questions indicated that Black/African American employees felt less comfortable (44%) reporting instances of racism, bias or discriminatory practices than all other respondents (62%); they also felt less able to speak up about instances of racism, bias, bullying or discrimination (38%) than all other respondents (58%). Black/African American employees also reported experiencing instances of racism, bias, bullying or discrimination at a higher percentage (53%) than all other respondents (35%) and much higher than their white coworkers (27%). The discrepancies of the results by race reflect the responses of employees indicating that they believe there are racial inequities within the Office of the President (see Figure 3) and illustrate the belief that there are obstacles that prevent the Office of the President from being anti-racist or having greater diversity, equity or inclusion.



**Figure 3.** Anti-Racism Task Force Employee Survey results by category and race

*Survey Results by Gender<sup>9</sup>*

Figure 4 details the category results by gender composition.

|                              | Overall<br>(1,112) | F<br>(683) | M<br>(345) | U<br>(84) |
|------------------------------|--------------------|------------|------------|-----------|
| Recruitment and Hiring       | 69                 | -3         | 4          | 2         |
| Promotion and Career Pathing | 55                 | -2         | 7*         | -8        |
| Retention                    | 62                 | -3         | 6*         | -5        |
| Workplace Culture            | 62                 | -4         | 9*         | -9        |
| Anti-Racism                  | 43                 | 2          | -5         | 2         |

**Figure 4.** Anti-Racism Task Force Employee Survey results by category and gender

Results by gender indicate little difference in employees’ recruitment experience. There was a 3% difference between male (92%) and female (88%) respondents rating their recruitment experience as free from discrimination. Respondents of unspecified gender had an 83% response rate regarding their hiring and recruitment experiences, which was lower than the overall favorable responses of 89% for recruitment and 92% for hiring experience overall. Male (64%) and unspecified gender (68%) respondents served on hiring committees at a higher level than did female respondents (52%). Female

<sup>9</sup> The number of respondents by gender are indicated in Figure 4 in light gray.

respondents (24%) also served as hiring leaders at a lower rate than male (31%) or unspecified gender (38%) respondents.

Male respondents found their career pathways and promotion an overall more favorable experience than female respondents. Sixty-five percent of male respondents found that the Office of the President provides people with the necessary information and resources to manage their careers more effectively than did female (57%) or unspecified gender (47%) respondents. Sixty-one percent of male respondents found that their managers did a good job explaining how they could advance in their careers more effectively than did female (53%) or unspecified gender (46%) respondents. Male respondents also believe that the Office of the President does a good job of promoting Black, indigenous and other people of color (58%), higher than did female (47%) or unspecified gender (48%) respondents.

Regarding questions of retention, males responded more favorably overall to all questions. Sixty-six percent of male respondents agreed with the statement they are paid fairly for the work they do, in comparison with 56% of female and 52% of unspecified gender respondents. Male respondents agreed with the statement “the Office of the President is doing a good job of retaining Black, indigenous and other people of color” at a higher rate (53%) than did female (39%) or unspecified gender (39%) respondents. Thirteen percent of respondents of unspecified gender noted that they have considered leaving the Office of the President because of race-related concerns, in contrast to 11 percent of female and eight percent of male respondents.

In response to workplace culture and anti-racism questions, male respondents noted that they could report instances of racism, bias or discrimination without fear of reprisal (71%) or without fear of negative consequences (68%) at a higher rate than did female (fear of reprisal 58% and fear of negative consequences 54%) or gender-unspecified (fear of reprisal 55% and fear of negative consequences 50%) respondents. Twenty-five percent of male respondents noted experiencing racism, bias, bullying or discrimination, in contrast to 39% of female or 43% of gender-unspecified respondents. Thirty-three percent of male respondents believed that there are racial inequities within the Office of the President, while 47% of female and 44% of gender-unspecified respondents agreed. Female (43%) and gender-unspecified (46%) respondents believed that there are obstacles that prevent anti-racism, greater diversity, equity or inclusion, more so than their male coworkers (26%).

### *Open-Ended Responses*

The respondents provided 1952 comments to two open-ended questions and five follow-up questions. The two open-ended questions:

- What does it mean to you for the Office of the President to be an anti-racist organization?
- How can the Office of the President improve its work environment to enhance diversity, equity, and inclusion?

Though a few employees noted that they disagreed with the use of anti-racist language as a means of identifying the work that needs to be done within the Office of the President regarding diversity (stating that the organization should not focus solely on racism), the majority of the comments shared a set of themes:

- Being an anti-racist organization means employees can speak up, act ethically, and the organization creates safe spaces
- Employees must be held accountable for their actions



- Increased training
- Systems would be more accessible (Office of the President needs new policies and practices)
- Leaders model good behavior
- Management increases their overall support of the work (multiple responses included “walk the talk,” “have leaders that truly care,” “not just symbolic statements,” “hiring a Black President is not enough,” “must go beyond positioning statements and move into action”)
- Means the organization cares about its employees
- Most diverse organization I have ever worked for (“doing a great job,” “keep doing what we are doing, very inclusive”)
- “Do not agree with what is going on” — overly reactive
- Organization financially supports anti-racist and diversity efforts (keep anti-racism task force)
- Organization has “zero tolerance” policies
- Organization has a diverse mix of people (wider hiring pools, diversify leadership)
- Organization provides fair and equitable opportunities for career growth (salary, promotions, more training)
- Prioritize inclusivity, not just diversity (tokenism)
- There is communication, support, commitment, transparency and advocacy

### Gartner Diversity and Inclusion Maturity Assessment

Gartner's assessment tool measures an organization's diversity and inclusion maturity and the level of importance of each activity. The assessment notes that there are three areas of importance for a company to organize and prioritize diversity and inclusion (D&I) work (see Figure 5).

| Shape the D&I Strategy                  | Support Critical Talent Segments        | Manage the Function        |
|-----------------------------------------|-----------------------------------------|----------------------------|
| Engage Senior Stakeholders in D&I       | Support Employee Resource Groups (ERGs) | Design Functional Strategy |
| Define a D&I Mission                    | Build Diverse Talent Resources          | Manage D&I Staff           |
| Integrate with Organizational Processes | Mobilize Diverse Talent                 |                            |
| Build D&I Brand Communication           | Build Inclusive Capability              |                            |

**Figure 5.** Gartner's framework to comprehensively represent the scope of activities for the typical diversity and inclusion function

The Gartner Diversity and Inclusion Maturity Assessment results can further help the Office of the President determine priorities. According to the responses, participants organize the following as priorities:

1. Engaging senior stakeholders in diversity and inclusion work
2. Ensure there is a dedicated staff for diversity and inclusion work
3. Establish a clear diversity and inclusion mission
4. Organizational processes have diversity and inclusion outcomes and align with strategic goals
5. Diverse talent acquisition and mobility are monitored and align with guidance to hiring managers

The complete list of functional objectives, activities and rank of importance is available in Appendix G.

## Recommendations

The following 21 convergent recommendations reflect the findings of the task force workgroups, the Anti-Racism Task Force Employee Survey, focus groups, the Gartner Diversity and Inclusion Maturity Assessment and stakeholder/practitioner interviews. Each workgroup developed area-specific recommendations that are available in their reports. To assist with the implementation of the recommendations, a timeline for implementation is available in Appendix H.

### Recommendations for the President and Chief Operating Officer

- 1. Elevate and staff the Office of UCOP Culture, Engagement, Diversity and Inclusion (CEDI) as a direct functional report to the Chief Operating Officer/Executive Vice President of UC Operations and a dotted-line report to the systemwide Vice Provost/Chief Diversity Officer.**

As a location of the University of California, the Office of the President should have a dedicated office for its unique needs. The organizational structure of this unit should be modeled after that of other UC locations.

At the Office of the President, the Chief Operating Officer/Executive Vice President of UC Operations serves as the location's chancellor; on UC campuses, the Equity, Diversity and Inclusion leader reports to the chancellor. Currently, UCOP's Office of Culture, Engagement, Diversity and Inclusion reports to the executive director of UCOP Operations. While an argument can be made that CEDI, because it focuses on UCOP employees, should be housed with other Office of the President "local functions," an argument can also be made that the work of the Equity, Diversity and Inclusion office is not an operational function *per se*. Campuses acknowledge this distinction by placing operational functions like human resources, facilities, budget and finance, accounts receivable and payable, and information technology under a vice chancellor for administration (at UCOP, the equivalent is the executive director of UCOP operations). The equity, diversity and inclusion function, however, is not grouped with those operational functions.

Additionally, because the Office of the President is unique in that it is the only UC location housing *both* local and systemwide functions, CEDI should have a dotted line reporting to UC's systemwide office of equity, diversity and inclusion (Graduate, Undergraduate and Equity Affairs) and thus to the system's Chief Diversity Officer. This dotted line reporting enables the UCOP office to align its plans, policies and

initiatives with those of other UC locations, offers sharing of best practices across the community of EDI leaders and practitioners systemwide, supports the professional development of the unit's leader and staff, and enables CEDI to leverage additional resources for research, programming, accountability and reporting.

CEDI can oversee ongoing efforts, including managing a standing committee (inclusive of all UCOP locations) to assist with organization-wide compliance, accountability and adherence to diversity, equity and inclusion principles. CEDI should monitor implementation of the recommendations in this report and continue the work necessary to make the Office of the President more fully inclusive.

## **2. Increase senior leadership accountability to meet diversity, equity and inclusion standards.**

Increasing senior leadership accountability and actions regarding diversity, equity, inclusion and anti-racism were consistent, if not the most prevalent, themes that arose throughout the five months of the task force's research. Ensuring that leaders can respond to these concerns begins with establishing goals and action plans that align with the climate and address concerns raised by employees.

Through the leadership of an elevated CEDI unit, a review of the [2019 Office of the President Strategic Framework](#) should occur to ensure alignment with a new equity, diversity and inclusion action plan. The values, mission and core values reflected in the Strategic Framework should represent the leadership's willingness to be more proactive in embracing the issues of equity, diversity and inclusion.

Upon completion of a new equity, diversity and inclusion action plan, each division leader and senior team should be tasked by the President with reviewing their current action plans for how well they reflect equity, diversity and inclusion goals and aspirations and the extent to which they align and integrate EDI goals and aspirations for hiring, recruitment, career development and promotion, employee retention, professional development, succession planning and workplace culture goals. Strategic plans should then be reviewed for alignment before the President approves them.

## **3. Establish mandatory training and professional development for all employees on diversity, equity, bias and anti-racism that increase employee competencies.**

The Office of the President requires very little training for its managers or as professional development for staff. Currently, only Sexual Harassment/Sexual Violence Prevention training, UC Cyber Security Awareness, and UC Ethical Values and Conduct training are required of all Office of the President employees. In June 2020, President Napolitano required that all Office of the President managers complete the online Implicit Bias series by August 30, 2020.

Office of the President employees who have acted as hiring managers or participated on selection committees and those who are supervisors or managers indicated on the Anti-Racism Task Force Employee Survey and in focus groups that they were either unaware of training or did not receive enough training to identify matters of diversity and equity when hiring. Training was one of the top recommendations from employees in response to how to make the Office of the President an anti-racist organization.

The absence of training expectations may raise the liability risk for the Office of the President and result in complaints and grievances. A presidential directive to develop a mandatory and regular (not one-time) training program will assist the organization in ensuring that managers have acquired the cultural

competencies necessary for today's diverse workforce while also providing employees with foundational knowledge for addressing matters of equity and inclusion in the workplace.

A recent collaborative effort for the California State University and the University of California, *Moving Beyond Bias*, helps leaders recognize the connection between biases and their potential impact on university policies, procedures and outcomes, and can serve as a model for the kind of mandatory and regular training program envisioned in this recommendation.

#### **4. Include diversity, equity, inclusion and workplace climate contributions as criteria in employee rewards programs.**

Concerns regarding employee recognition and rewards were a consistent theme in interviews and focus groups, specifically the importance of recognizing contributions to equity, inclusion and workplace climate. As an example, current UCOP STAR Award criteria specify that awards may be given for “a high level of performance for work on a project or event that is above and beyond the employee’s regular job scope.”

The task force recommends that the President and his leadership team revisit the Office of the President rewards and recognition program, creating or revising current award criteria to include contributions to equity, diversity, inclusion and workplace culture as examples of projects or events to ensure that a larger and more diverse group of employees are eligible to receive these awards and recognition.

### [Recommendations for the Office of Culture, Engagement, Diversity and Inclusion](#)

#### **1. Lead development of a UCOP-wide diversity action plan and oversee its implementation.**

The [2019 Office of the President Strategic Framework](#) includes cross-divisional strategic objectives and values but lacks an intentional diversity action plan — and associated implementation — to ensure that the Office of the President advances as an anti-racist organization. While it includes a “People” objective that addresses recruitment and retention, individual divisions are responsible for the deliverables that address that objective. The factors that drive decisions in matters of recruitment and retention address matters of concern for the entire UC system; however, the SWOT analysis within the report neglects employee diversity, equity or inclusion as drivers or barriers to success.

Results of both the Anti-Racism Task Force Employee Survey and the Gartner Diversity and Inclusion Maturity Assessment further indicate the critical need for UCOP to align its efforts with those of other UC locations in establishing and maintaining a plan and a standing committee for ongoing oversight and accountability of efforts.

**2. Establish an equity adviser team to ensure an equity lens is applied throughout the employee life cycle.**

Equity advisers provide search and interview committees with training and best practices for equitable search. They participate on search committees and intervene when bias occurs. Equity advisers are available to interview committee chairs to advise on search strategies that can result in a qualified diverse applicant pool. With Talent Management, equity advisers can support hiring managers in writing inclusive position descriptions and recruiters in identifying opportunities for diversifying candidate pools. Furthermore, a corps of equity advisers trained through CEDI can support division and department strategic planning around EDI and to ensure attention to equity and inclusion in all UCOP functions.

**3. Implement an organization-wide measurement tool for inclusion to evaluate fair treatment, trust, belonging, psychological safety, decision-making and diversity.**

The adage “what gets measured, gets done” is particularly relevant for diversity and inclusion in the workplace, as biases that perpetuate workplace inequity are primarily unconscious and automatic. Shifting the organizational paradigm for diversity, equity and inclusion requires a shift in priorities, increased accountability, and metrics on program goals and on the impact of newly implemented initiatives.

CEDI can develop and execute an inclusion index that can not only identify bias blind spots in representation, recruitment, retention and promotion, but also track progress and measure return on investment for new goals and plans. The index will align with the current biennial Employee Engagement Survey. The inclusion index results, combined with those of the Employee Engagement Survey, will inform Office of the President and division-specific goals to ensure diversity and inclusion program maturity and alignment.

**4. Establish and publish an annual equity scorecard to provide transparency concerning Office of the President employee demographics.**

Equity scorecards are both a tool and a process to provide stakeholders with data that spotlights and helps organizations prioritize equity, diversity and inclusion by raising awareness of current trends and outcomes, promoting the integration of data-centered strategies and supporting the assessment of strategies on desired outcomes.

Institutional Research and Academic Planning (IRAP), in collaboration with UCOP Human Resources and Graduate, Undergraduate and Equity Affairs, has developed division- and department-level diversity dashboards for the Office of the President that track hiring, recruitment and retention trends by race, ethnicity and gender. These dashboards can form the basis of a new equity scorecard for the Office of the President, providing transparency to internal and external stakeholders on progress and outcomes and supporting greater accountability for progress.

**5. Establish anti-racism initiatives for the Office of the President that specifically include information about anti-Black racism.**

The task force notes the importance — and complexity — of conversations about race and racism. Series such as the Fall 2020 Continuing the Conversation on Race and its accompaniment, Putting Anti-Racist Theories into Action, have been invaluable to UCOP employees; the focus of these initiatives on anti-Black racism specifically has helped to affirm those employees' experiences while offering tools and strategies for others to serve as allies in eliminating anti-Black and other forms of racism and discrimination.

Continuing to ensure that Office of the President employees have access to opportunities to discuss how race and racism impact their lives and experiences, to learn about institutional goals and efforts to address racism and bias, and to participate in recognizing those who have made distinctive contributions to the ongoing well-being of UCOP's Black, indigenous and other people of color will help ensure that the organization achieves its diversity, equity and inclusion goals while living up to its values.

**6. Elevate staff affinity groups' status to increase their reach within and influence upon the organization by functioning as employee resource groups and providing input into the potential impact of policies, practices or leadership decisions on employees.**

CEDI can expand its support for affinity groups by establishing them as Employee Resource Groups (ERGs) and clarifying how employees form ERGs. As ERGs, the current affinity groups can better provide critical input to the Office of the President's leaders regarding potential policies and their impact on employees, thereby enabling better business decisions, as well as giving leadership the ability to identify up-and-coming leaders in the making. ERGs will require adequate funding and will have a designated role in decisions and potential actions that affect employee morale, engagement and workplace culture, such as joining hiring committees or shaping learning and development offerings.

As members of employee resource groups, employees can create a supportive learning workplace community for all employees. As an example, through membership and participation in employee resource groups, employees who identify as white have the opportunity to explore implicit bias, discrimination and racism; examine the ways these show up in the workplace; develop skills and tools to foster resilience and capacity in order to interact across differences in the workplace in ways that are in alignment with anti-racist values and principles; and ultimately model this embodiment for others. CEDI can establish resource groups that meet the organization's growing needs, allowing employees to examine bias, discrimination and oppression in the workplace through a racial equity lens.

**7. Increase the frequency and breadth of UCOP communications regarding anti-racism, diversity, equity, inclusion and employee engagement efforts, including providing employees regular updates and creating an annual report of strategic objectives and the progress in achieving diversity, equity and inclusion aspirations, to be presented at an annual Diversity Town Hall.**

In collaboration with UCOP Communications and other departments, CEDI can expand awareness of efforts with regular communication through appropriate communication vehicles and greater recognition of the employee resource groups. To support accountability and transparency, CEDI should be charged with developing an annual report of the Office of the President's progress to be shared at Diversity Town Halls with the President, division leaders and departments reporting on organizational plans and adjustments based on organizational needs and outcomes. A Diversity Town Hall also allows



the President and other leaders to engage employees in how to improve upon efforts. To support transparency, annual reports should be available on the Office of the President website.

### Recommendations for the Office of the President Human Resources

#### **1. Review and update local HR procedures with an anti-racist lens and ensure that local HR procedures align with the most recent UC policies.**

The workgroups reviewed UC systemwide policies and local Human Resources procedures using an anti-racist lens. The review indicated that many policies and local procedures do not include language or information that provides employees with clarity and/or specificity regarding different courses of action on hiring, recruitment, career development, pay equity, compensation, reclassification, performance management, promotions, discrimination, harassment, bullying, reporting complaints, or rewards and recognition. The recommendations for specific policies can be found in the workgroup reports that will be available to a standing committee staffed by CEDI that continues the work of the Anti-Racism Task Force.

During the review, the workgroup found that local HR procedures are out of date or do not align with updated systemwide policies. The task force recommends that Human Resources receive assistance to update policies and local procedures. In addition to revising policies, the task force recommends establishing a new anti-bullying policy to supplement the [Guidance on Abusive Conduct and Bullying in the Workplace](#).

#### **2. Establish a workgroup to assist in developing a holistic, non-biased career advancement and staff promotion process that incorporates performance management, appraisals, succession planning and mentoring.**

The task force recommends that additional work be conducted regarding career advancement, staff promotions, performance management, appraisals, succession planning and mentoring. While the [Office of the President Workforce Plan](#) discusses upcoming efforts being made by local HR regarding these topics, additional input from employees, specifically using an anti-racist lens, could assist the Human Resources team in expediting the work, increasing buy-in of new processes and creating more inclusive practices for employees.

#### **3. Establish a workgroup of hiring leaders to assist Talent Acquisition in simplifying and streamlining the hiring and recruitment processes for managers.**

The review of local practices, the hiring manager's toolkit, conversations with local HR, the survey instruments and focus groups all indicate a lack of understanding and of consistent practices regarding hiring and recruitment. The task force recommends that local HR establish a workgroup of hiring managers to clarify specific concerns with existing processes and to develop consistent procedures that can be taught to all new hiring leaders and search committee members. These processes and procedures should include inclusive hiring practices, clarity with expectations of search committee participants, mandatory training for managers and committee members and training for Talent Acquisition employees to ensure that they are up-to-date with the current practices on hiring for diversity, equity and inclusion.

**4. Enhance manager skills to increase employee inclusion and engagement by establishing a comprehensive manager evaluation and feedback process, increasing manager competencies, and requiring at least one annual goal for equity, diversity, inclusion and workplace climate.**

The task force workgroups reviewed existing processes with the understanding that a new performance management and evaluation process was being rolled out in December (towards the end of the task force timeframe). Given that the new processes were not entirely available for review, the task force recommends that a comprehensive manager evaluation and feedback process be implemented, including 360° feedback evaluations of supervisors, an equity review of promotions and an increase in manager training to enhance competencies regarding fostering a more inclusive workplace, providing employees appropriate feedback, managing a diverse workforce and undergoing anti-bias and anti-bullying training. All managers should have at least one goal with metrics for equity, diversity, inclusion and workplace climate.

**5. Enhance the employee onboarding experience to facilitate candidate transition and integration into the Office of the President, including reviewing and clarifying the probationary period policy to avoid potential discrimination.**

The onboarding experience for employees should be revised. The revision should include updates to the onboarding website with particular attention to the site map and updates to the probationary period policy. The task force recommends enhancing the employee experience to include strategies for building culture on the first day of employment. Managers should be trained on the “human side” of onboarding, including making new employees feel welcome. A new employee handbook should be provided to assist managers and employees in their transition to the Office of the President. The task force encourages local HR to work with the newly established employee resource groups to develop outreach systems for new employees. For example, a welcome letter from the President’s Advisory Committee on the Status of Women (PACSW) to all new female employees in their first week could begin to build connections and share information about how to become part of the UC community beyond their jobs and team.

The task force also recommends that the system and procedures for employees during their probationary period be clarified. To limit discrimination or harassment, procedures should include specific measures of what are considered performance-based issues versus non-performance-based issues for separation during the probationary period.

**6. Establish a process to better inform employees of practices, policies, procedures and data related to recruitment, hiring, promotion and career pathways.**

The need for transparency, access and clarity regarding processes, procedures and information was evident in the workgroup review of policies and procedures. Many policies and procedures use vague language that is left up to interpretation by managers and employees, leading to employees believing that those policies and procedures are being used against them. The task force recommends that after reviewing and updating systemwide policies, local procedures and practices, local HR establish training and processes for informing employees of local practices, policies and procedures related to recruitment, hiring, promotion and career pathways.

The recruitment and hiring processes should be detailed and shared with employees so they can assist in the recruitment process through recommendations and referrals. The promotion and career pathways process should be shared with employees throughout their tenure, and conversations with

managers should frequently occur to ensure that the employee (and manager) understand motivations for remaining part of the organization (retention) and possibilities for advancement.

A system of accountability should be established for leaders, supervisors and local HR to track data and guide decision-making to align internal talent with potential promotions within the system. The lack of specific data on promotions by race/ethnicity and the inability to even simply define a promotion clearly prohibited the task force from determining the rate of promotion for Black, indigenous or other people of color at the Office of the President.

**7. Establish a process to track employees from hiring through promotions to assist with recruitment of internal candidates, retention and succession planning.**

There was insufficient information available to determine the number of internal versus external hires to the Office of the President. At least half of all survey respondents were in their current roles from external to the Office of the President. Employees in focus groups and in the survey shared that they believe that in order to be promoted at the Office of the President, they must leave the organization for a period of time and then return to a higher-level position. Establishing a process to track internal applicants for open positions could assist with a better understanding of internal promotions and internal transfers of employees from one department or division to another. Understanding the number of employees applying for internal opportunities and the number of internal candidates receiving promotions can assist in retaining talent. The tracking process should include an ongoing review period and a post-recruitment debrief for internal candidates. Understanding data could address employees' concerns about needing to leave the organization, as well as aid in succession planning.

**8. Enhance recruitment by updating how the Office of the President is described on the jobs website, applicant information and other materials available to applicants; require applicants to submit a diversity statement; encourage and fund employee resource group participation in recruitment efforts; and increase funding for recruitment advertising that targets diverse markets.**

Local HR should review and update applicant materials available on the UC jobs website and the UCOP website, clarifying the distinct role of UCOP within the broader UC system, delineating the work at the Office of the President from working on a campus and stressing that the Office of the President strives to be an anti-racist, equitable inclusive organization. Applicants should share their perspectives on being part of an anti-racist organization by submitting a diversity statement among their application materials or within the cover letter. Reviewers of the applicant's diversity statement should be provided with specific evaluation criteria. Employee resource groups should assist in recruiting diverse applicants by working as equity advisers, participating in recruitment fairs with recruiters as representatives of the Office of the President, and serving on search committees. Funding for a Diverse Employee Referral Program should be established along with increased funding for advertising in websites, journals or publications that target diverse audiences, including those for HBCU and HIS alumni, UC alumni networks for underrepresented groups, and professional networks for diverse professionals.

**Recommendations for Systemwide Efforts**

**1. Revise the reporting systems and update process documents to assist employees in filing complaints of bias, racism and discrimination.**

As currently constructed, employees experience a “complaint maze” when attempting to file and resolve grievances and complaints of bias, discrimination and racism. This maze opens the Office of the President and the University of California to risks and liabilities.

Systemwide offices with responsibility (Systemwide Human Resources; Academic Personnel and Programs; Ethics, Compliance and Audit Services; Graduate, Undergraduate and Equity Affairs; Risk Services; UC Legal; Systemwide Title IX) should be tasked with a review of current reporting systems and processes and should recommend revisions to clarify and streamline the process.

## **2. Consider creating a systemwide anti-racism policy.**

Anti-discrimination policies currently comprise a patchwork quilt, with significant variation in race discrimination policies and procedures across locations and depending on who is complaining (student, staff or faculty member). As with the grievance and complaint “maze,” this patchwork quilt opens the university to risk and liability.

Systemwide offices with responsibility (Systemwide Human Resources; Academic Personnel and Programs; Ethics, Compliance and Audit; Graduate, Undergraduate and Equity Affairs; Risk Services; UC Legal; Systemwide Title IX) and the Academic Senate should be charged with reviewing current policies and recommending revisions to existing and/or new policies and procedures.

## **3. Review and update UC systemwide policies with an anti-racist lens.**

In order to support local efforts at creating an anti-racist environment, policies that facilitate systemwide practice and process need to be evaluated for bias and disparate impact. This effort would not only strengthen UCOP’s efforts but would also make clear to all UC enterprises the intent to live up to UC’s stated values of equity and inclusion.

## **Future State**

Members of the Anti-Racism Task Force realize that the observations, findings and opportunities shared in this report are a compilation of years of evolution for the Office of the President. The task force’s recommendations strive to enable an equitable and inclusive work environment where employees feel respected, appreciated and valued. What is required is an organizational commitment to breaking down the long-standing structural barriers that perpetuate systemic racism in recruitment, hiring, promotion and career advancement. These barriers influence workplace culture and affect an organization’s ability to retain diverse talent.

The task force recommendations outline the opportunities for the Office of the President to create an inclusive, anti-racist workplace beginning with recruitment and hiring. As an organization, we must understand that increasing diversity alone does not foster a work environment that is welcoming, inclusive and equitable. Fostering inclusion requires creating sustainable practices that ensure that diverse talent remains engaged and motivated throughout their tenure. It requires leaders having the skills, training and data necessary to track and evaluate performance, provide meaningful feedback and develop opportunities for growth and professional development. It requires all employees to be held accountable for their words and actions.

As an organization, we stand at a crossroads — we can continue to uphold the status quo or chose to dismantle harmful practices that discourage and demotivate employees. If we decide to do what is right, we move forward with a shared understanding of the problem, create a system of accountability that is clear and measurable, and establish a series of multilevel solutions that promote the Office of the President into an employer of choice for diverse talent.

## Appendix A: Anti-Racism Task Force Members

| First     | Last          | Role                                                                     | Department                                 | Division         |
|-----------|---------------|--------------------------------------------------------------------------|--------------------------------------------|------------------|
| Aafia     | Ali Khan      | Systemwide HR Fellow                                                     | Systemwide HR                              | COO              |
| Mahsa     | Ashabi        | Title IX Analyst                                                         | President's Executive Office               | PEO              |
| Lauren    | Ball          | Policy and Planning Specialist                                           | President's Executive Office               | PEO              |
| Hilary    | Baxter        | Executive Director                                                       | UC Academic Senate                         | Academic Senate  |
| Deanna    | Berg          | Director                                                                 | Constituent Partnerships                   | ERC              |
| Shirley   | Bittlingmeier | Client Services Officer                                                  | Office of the President Operations         | COO              |
| Dena      | Bullard       | Admin/Coordinator/Officer                                                | UC Health                                  | UC Health        |
| Antonio   | Campos        | Communications Coordinator                                               | External Relations                         | ERC              |
| Melanie   | Carr          | Policy Manager                                                           | Systemwide HR                              | COO              |
| Nancy     | Chen Lane     | Senior Director                                                          | Systemwide Integrated Talent Management    | COO              |
| Margia    | Corner        | Principal Counsel                                                        | HATL                                       | UC Legal         |
| Linneth   | Cox           | Budget Analyst                                                           | CASF                                       | CFO              |
| Ruchika   | Dhussa        | Research Policy Manager                                                  | Research Policy Analysis and Coordination  | Academic Affairs |
| Cain      | Diaz          | Operating Budget Director                                                | Budget and Planning                        | CFO              |
| Tuanh     | Do            | Executive Director and Deputy to the Vice President/Vice Provost         | Graduate, Undergraduate and Equity Affairs | Academic Affairs |
| Andenet   | Emiru         | Sourcing Manager                                                         | UC Health                                  | UC Health        |
| Kathleen  | Erwin         | Director                                                                 | UC Research Initiatives                    | Academic Affairs |
| Sameer    | Farooq        | Systemwide HR Fellow                                                     | Systemwide HR                              | COO              |
| Kenneth   | Feer          | Principal Analyst                                                        | UC Academic Senate                         | Academic Senate  |
| Gema      | Fonseca       | UC SHIP Program Manager                                                  | Risk Services                              | CFO              |
| Kendra    | Fox-Davis     | Title IX Deputy                                                          | President's Executive Office               | PEO              |
| Davontae  | Foxx-Drew     | Systemwide HR Fellow                                                     | Systemwide HR                              | COO              |
| Francesca | Galarraga     | Organizational Consultant, Culture, Engagement, Diversity, and Inclusion | UCOP Operations                            | COO              |
| Floyd     | Gazaway       | Accountant                                                               | Investment Transaction Services            | CIO              |
| Geoffrey  | Gibbs         | Special Counsel                                                          | BFI                                        | UC Legal         |
| Vivian    | Goodbeer      | Administrative Officer                                                   | IRAP                                       | Academic Affairs |
| Molly     | Greek         | Deputy Chief Information Officer                                         | ITS                                        | CIO              |
| Yvette    | Gullatt       | Vice President and Vice Provost, Chief Diversity Officer                 | Graduate, Undergraduate and Equity Affairs | Academic Affairs |



|            |              |                                                                                                    |                                            |                  |
|------------|--------------|----------------------------------------------------------------------------------------------------|--------------------------------------------|------------------|
| Marie-Ann  | Hairston     | Director of Systemwide Employee Relations                                                          | Systemwide Human Resources                 | COO              |
| Brett      | Henrikson    | Director National Laboratories, Governance/Chief of Staff                                          | National Laboratories                      | UCNL             |
| Annette    | Holmes       | Institutional Research Analyst                                                                     | IRAP                                       | Academic Affairs |
| Shanda     | Hunt         | Research Compliance Manager                                                                        | Ethics, Compliance & Audit                 | ECAS             |
| Allison    | James        | Administrative Assistant                                                                           | Office of the Secretary of the Regent      | Regents          |
| Michaela   | James        | Systemwide HR Fellow                                                                               | Systemwide HR                              | COO              |
| Stacey L.  | Johnson      | Financial Analyst                                                                                  | Procurement                                | CFO              |
| Georgette  | Lewis        | Senior Advisor                                                                                     | UC Health                                  | UC Health        |
| Young Chan | Lim          | Student Life Development Specialist 1                                                              | UCDC                                       | Academic Affairs |
| Cheryl     | Lloyd        | Interim Vice President Systemwide Human Resources, Associate Vice President and Chief Risk Officer | Systemwide Human Resources Risk Services   | COO<br>CFO       |
| Crystal    | Martinez     | Director of Education                                                                              | Federal Government Relations               | ERC              |
| Jerome     | Mayer-Cantú  | Senior Counsel                                                                                     | Litigation                                 | UC Legal         |
| Jude       | McCartin     | Associate Director                                                                                 | Federal Government Relations               | ERC              |
| Stacey     | McClain      | Benefits Operations Associate                                                                      | UCPath                                     | COO              |
| Karen      | Orlando      | Administrative Officer                                                                             | Business and Finance                       | COO              |
| Patricia   | Osorio-O'Dea | Director of Academic Program Coordination                                                          | Academic Personnel & Programs              | Academic Affairs |
| Doug       | Parker       | Director                                                                                           | California Institute for Water             | ANR              |
| Mark       | Romo         | Benefits Assistant                                                                                 | UCPath                                     | COO              |
| Shaun      | Ruiz         | Payroll Manager                                                                                    | Financial Accounting                       | CFO              |
| Julian     | Ryu          | Senior Program Manager                                                                             | SPMO                                       | COO              |
| Sabrin     | Said         | Curriculum Planner 3                                                                               | UCDC                                       | Academic Affairs |
| Rachael    | Sak          | Program Director                                                                                   | Quality Population Health Management       | UC Health        |
| Sonya      | Sanchez      | Senior Counsel                                                                                     | Litigation                                 | UC Legal         |
| Brigid     | Saulny       | Executive Assistant                                                                                | Health Affairs & Technology Law            | UC Legal         |
| Kandace    | Shaw         | Payroll Associate                                                                                  | UCPath                                     | COO              |
| Michelle   | Simms        | Communications Specialist                                                                          | Internal Communications                    | ERC              |
| Marisa     | Strong       | Application Program Manager 1                                                                      | California Digital Library                 | Academic Affairs |
| Candace    | Sue          | AVP Communications                                                                                 | Marketing and Media Relations              | ERC              |
| Fanta      | Summers      | BRC Assistant III                                                                                  | OP Operations                              | COO              |
| Alina      | Tejera       | Administrative Analyst — Special Projects                                                          | Graduate, Undergraduate and Equity Affairs | Academic Affairs |

|          |               |                                            |                                        |                  |
|----------|---------------|--------------------------------------------|----------------------------------------|------------------|
| Ghanya   | Thomas        | Executive Assistant                        | ITS                                    | COO              |
| Sapna    | Thottathil    | Associate Director of Sustainability       | Energy and Sustainability              | COO              |
| John     | Torres        | Systemwide Director of Investigations      | Ethics, Compliance & Audit Services    | ECAS             |
| Marvis   | Walker        | Executive Assistant                        | Office of the Chief Investment Officer | CIO              |
| Erin     | Warnock-Smith | Human Resource Analyst                     | UCPath                                 | COO              |
| Clarence | Wheeler Jr.   | Institutional Research Analyst 3           | IRAP                                   | Academic Affairs |
| Mark     | Wilson        | Senior Counsel                             | BFI                                    | UC Legal         |
| Tony     | Yang          | Program Policy Analyst                     | UC Health                              | UC Health        |
| Helen    | Young         | Graduate Medical Education Program Manager | UC Health (to represent EEDG)          | UC Health        |

## **Appendix B: Anti-Racism Task Force Planning Tool**

The questions that follow will be useful in helping achieve goal and task agreement.

### **Goal Clarity**

- What are we doing?
- Why are we doing this?
- What assumptions are we making?
- What do we want to achieve?
- What will the final outcome and products be?
- How will we measure progress or success?

### **Information Needs**

- What do we need to know?
- About what and/or whom?
- What do we already know?
- What information is not needed?
- What must be found out?
- How will we get the information?

### **Task Clarity**


- What steps must be taken to produce findings and recommendations?
- What is the sequence of steps?

### **Planning**

- Who does what, when, where, and how?
- Who will be responsible for each action? When, where, how, to whom?

## Appendix C: Theory of Change Tool

### Theory of Change Tool – ARTF *(For Completion)*

|                                      |                                                               |                                                         |                                                                                                                       |                                  |
|--------------------------------------|---------------------------------------------------------------|---------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|----------------------------------|
| <b>1</b>                             | <i>Problem to solve</i>                                       |                                                         |                                                                                                                       |                                  |
| [For Completion]                     |                                                               |                                                         |                                                                                                                       |                                  |
| <b>2</b>                             | <b>3</b>                                                      | <b>4</b>                                                | <b>5</b>                                                                                                              | <b>6</b>                         |
| Key audience and available resources | Steps to bring about change including entry point to audience | Measurable effects of your work (under owner's control) | Wider benefits of your work (outside of owner's direct control)                                                       | Long-term change objective       |
| Inputs                               | Activities                                                    | Outputs                                                 | Outcomes                                                                                                              | Impact (Broader Benefit to ARTF) |
|                                      |                                                               |                                                         |                                                                                                                       |                                  |
|                                      |                                                               |                                                         | <br>Means to drive accountability |                                  |

## Appendix D: Summary of UC Systemwide Policies and Local HR Procedures Recommendations

The workgroups reviewed UC systemwide policies and local HR process, procedures and guidance through an anti-racism lens. The workgroups used a combination of the following questions as part of their review process:

- Is this policy/procedure outdated?
- Is it a useful policy/procedure? Is it obsolete?
- How does this policy, procedure or practice treat all OP employees equitably?
- Is there any part(s) of this policy, procedure or practice that may allow for inequitable treatment among staff at UCOP? If so, which part(s) and how?
- Who are the racial/ethnic groups affected by the policy/practice/decision, and are they at the table?
- How will the policy/practice/decision affect each group?
- How will the policy/practice/decision be perceived by each group?
- Does the policy/practice/decision ignore or worsen existing disparities, or produce other unintended consequences?
- Based on the previous responses, what revisions are needed in the policy/practice/decision under discussion? (How might the intervention be modified to close racial gaps?)

Specific observations for each of these documents are available in the workgroup reports. The reviewed documents include the following:

| Systemwide Policy                                                             | UCOP Local HR Procedures                                                                      |
|-------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| Policy on Discrimination, Harassment, and Affirmative Action in the Workplace | Academic and Staff Affirmative Action Compliance Programs                                     |
| Policy on Sexual Violence and Sexual Harassment                               | Discrimination and Harassment Prevention and Response                                         |
| PPSM-3: Types of Appointment                                                  | Discrimination, Harassment, and Affirmative Action in the Workplace                           |
| PPSM-20: Recruitment and Promotion                                            | Guidance on Abusive Conduct and Bullying in the Workplace                                     |
| PPSM-21: Selection and Appointment                                            | Guidelines for Employee Associations and Affinity Groups at UCOP                              |
| PPSM-22: Probationary Period                                                  | STAR Program                                                                                  |
| PPSM-23: Performance Management                                               | SVSH Policy Staff and Non-Faculty Academic Personnel Investigation and Adjudication Framework |
| PPSM-30: Compensation                                                         | UCOP Human Resources Procedures 3 – Types of Appointment                                      |
| PPSM-34: Incentives and Recognition Award Plans and Star Plan                 | UCOP Human Resources Procedure 20 – Recruitment                                               |
| PPSM-36: Classifications and Positions                                        | UCOP HR Procedure 21 – Appointment                                                            |
| PPSM-50: Professional Development Leave                                       | UCOP Human Resources Procedures 23 – Performance Appraisal                                    |

| <b>Systemwide Policy</b>          |
|-----------------------------------|
| PPSM-51: Reduced Fee Enrollment   |
| PPSM-62: Corrective Action        |
| PPSM-63: Investigatory Leave      |
| PPSM-70: Complaint Resolution     |
| PPSM-81: Reasonable Accommodation |

| <b>UCOP Local HR Procedures</b>                                     |
|---------------------------------------------------------------------|
| UCOP Human Resources Procedure 36 – Classification of Positions     |
| UCOP Human Resources Procedures 50 – Professional Development Leave |
| UCOP PPSM 30 – Compensation                                         |
| UCOP Procedure 62: Corrective Action Professional and Support Staff |
| UCOP Procedure 63: Investigatory Leave                              |
| UCOP Procedure 70: Complaint Resolution                             |
| UCOP Workplace Violence Prevention                                  |



## Appendix E: Focus Group Questions

### Polling Questions

1. In your most recent position, were you an internal (part of the Office of the President) or external candidate (campuses or non-UC related organization)? Potential responses: Internal, External
2. Have you ever worked in a different UC location? Potential responses: Yes, No
3. Do you supervise other people? Potential responses: Yes, No
4. Have you ever been part of a hiring/recruitment process (outside of your own recruitment)? Potential responses: Yes, No
5. Have you been promoted since you have been with the Office of the President? Potential responses: Yes, No
6. Does your unit utilize or incorporate career tracks when considering promoting from within your unit? Potential responses: Yes, No, I do not know what career tracks are.
7. Have you experienced racism, bias, intolerance, or discrimination at UCOP? This can include experiencing a microaggression. Potential responses: Yes, No, Not sure.

### Open-ended Questions

1. Think back to when you were hired and the process of being recruited, share about your experience?
2. If you have been part of the recruitment process as an employee, what was your experience?
3. What does racism, bias, intolerance, or discrimination look like in at UCOP?
4. What measures can UCOP take to ensure it has a fair, equitable, and impartial standards and procedures for holding those responsible and accountable for racism, bias, intolerance, or discrimination (including microaggressions)?
5. Would you recommend your department to others as a diverse, equitable, and inclusive place to work for people of color? Why or why not?
6. What keeps you interested in continuing to work for OP or what factors will cause you to leave?
7. How would you describe the dynamics between colleagues working in Oakland and colleagues working at (UC Path, DC, Sacramento)?
8. We are conducting these focus groups because of the anti-racism task force. What does anti-racist mean to you?

## Appendix F: Anti-Racism Task Force Employee Survey Questions and Potential Responses

### Demographic Question

1. Which best describes your position?
  - a. Individual Contributor (Employee with no direct reports; not a Director, Manager, or Supervisor)
  - b. Supervisor (Employee who supervises activities of direct reports)
  - c. Manager (Employee with the job title of Manager, responsibility over a functional area)
  - d. Director and above

### Recruitment and Hiring Questions

1. I was hired from outside of the University of California system to my current position? Potential responses: Yes, No
2. My recruitment experience was free from bias and discrimination. Potential responses: Agree, Tend to Agree, ?, Tend to Disagree, Disagree.
  - a. You responded "tend to disagree or disagree" to the statement, "My recruitment experience was free from bias and discrimination." Please provide additional information regarding your experience.
3. My experience during the hiring process was free from bias and discrimination. Potential responses: Agree, Tend to Agree, ?, Tend to Disagree, Disagree.
  - a. You responded "tend to disagree or disagree" to the statement, "My experience during the hiring process was free from bias and discrimination." Please provide additional information regarding your experience.
4. Have you served on a screening, interview, or hiring committee in the last five years? Potential responses: Yes, No
5. The hiring committee followed an inclusive process to ensure diverse applicants were considered. Potential responses: Agree, Tend to Agree, ?, Tend to Disagree, Disagree.
  - a. You responded, "disagree or strongly disagree" to the statement, "The hiring committee followed an inclusive process to ensure diverse applicants were considered." Please provide additional information.
6. Have you acted as a hiring manager in the past five years? Potential responses: Yes, No
  - a. If Yes, as a hiring manager, I was educated on inclusive hiring practices to ensure diverse candidates were considered for my position. This may have included receiving guidance regarding Affirmative Action goals, Implicit Bias or hiring manager training, assistance with writing job descriptions, etc. Potential responses: Agree, Tend to Agree, ?, Tend to Disagree, Disagree.
    - i. You responded, "Disagree or strongly disagree" to the statement, "As a hiring manager, I was educated on inclusive hiring practices to ensure diverse candidates were considered for my position." Please provide additional information.

### **Promotion and Career Path Questions**

7. The Office of the President provides people with the necessary information and resources to manage their own careers effectively. Potential responses: Agree, Tend to Agree, ?, Tend to Disagree, Disagree.
8. My manager does a good job explaining how I can advance in my career (e.g., project assignments, participating in organization-wide activities, joining affinity groups). Potential responses: Agree, Tend to Agree, ?, Tend to Disagree, Disagree.
9. The Office of the President does a good job of promoting Black, Indigenous, and People of Color. Potential responses: Agree, Tend to Agree, ?, Tend to Disagree, Disagree.

### **Retention Questions**

10. Regarding my total compensation (fixed pay, benefits, retirement), I think I am paid fairly for the work I do. Potential responses: Agree, Tend to Agree, ?, Tend to Disagree, Disagree.
11. The Office of the President is doing a good job of retaining Black, Indigenous, and People of Color. Potential responses: Agree, Tend to Agree, ?, Tend to Disagree, Disagree.
12. Have you considered leaving the Office of the President because of race-related concerns? Potential responses: Yes, No, Don't Know.

### **Workplace Culture Questions**

13. I can report instances of racism, bias, or discriminatory practices to the appropriate level of authority without fear of reprisal. Potential responses: Agree, Tend to Agree, ?, Tend to Disagree, Disagree.

### **Anti-Racism Questions**

14. I have experienced racism, bias, bullying or discrimination at the Office of the President. This can include experiencing a microaggression or stereotyping. Potential responses: Agree, Tend to Agree, ?, Tend to Disagree, Disagree.
15. I can speak up about instances of racism, bias, or discrimination without fear of negative consequences. Potential responses: Agree, Tend to Agree, ?, Tend to Disagree, Disagree.
16. I believe that there are racial inequities within the Office of the President. Potential responses: Agree, Tend to Agree, ?, Tend to Disagree, Disagree.
17. I believe there are obstacles that prevent anti-racism, greater diversity, equity or inclusion from persisting at the Office of the President (these may include policies, local procedures, communication, trust, leadership commitment). Potential responses: Agree, Tend to Agree, ?, Tend to Disagree, Disagree.
  - a. You responded, "Agree or tend to agree" to the statement, "I believe there are obstacles that prevent anti-racism, greater diversity, equity or inclusion from persisting at the Office of the President." Please provide additional information.

### **Open-ended Questions**

18. What does it mean to you for the Office of the President to be an anti-racist organization?
19. How can the Office of the President improve its work environment to enhance diversity, equity, and inclusion?

## Appendix G: Gartner Diversity and Inclusion Maturity Assessment

The Gartner Diversity and Inclusion Maturity Assessment measures, on a scale ranging from 1 (not important) to 5 (most important), how important each activity is to the overall effectiveness of the function in meeting its business objectives.

The chart below ranks functional objectives and functional activity by level of importance, as ranked by the Anti-Racism Task Force members, division and department leaders, chiefs of staff, local Human Resources, and the Employee Engagement and Diversity Group members.

| Functional Objective - Functional Activity                                 | Importance Rank |
|----------------------------------------------------------------------------|-----------------|
| Shape the D&I Strategy – Engage Senior Stakeholders in D&I                 | 3.93            |
| Manage the Function – Manage D&I Staff                                     | 3.83            |
| Shape the D&I Strategy – Define a D&I Mission                              | 3.70            |
| Shape the D&I Strategy – Integrate with Organizational Processes           | 3.62            |
| Support Critical Talent Segments – Mobilize Diverse Talent                 | 3.25            |
| Shape the D&I Strategy – Build D&I Brand Communication                     | 3.29            |
| Support Critical Talent Segments – Support Employee Resource Groups (ERGs) | 3.20            |
| Support Critical Talent Segments – Build Diverse Talent Resources          | 3.08            |
| Support Critical Talent Segments – Build Inclusive Capability              | 2.84            |
| Manage the Function – Design Functional Strategy                           | 2.65            |

**Appendix H:  
Recommendations by Time to Implementation**

| Time        | Area of Focus                             | Recommendation                                                                                                                                                                                                                                                                                                                                                              | Responsibility               |
|-------------|-------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| 1–3 months  | Workplace Culture                         | Elevate and staff the Office of UCOP Culture, Engagement, Diversity and Inclusion (CEDI) as a direct functional report to the Chief Operating Officer/Executive Vice President UC Operations and a dotted-line report to the systemwide Vice Provost/Chief Diversity Officer.                                                                                               | President                    |
| 1–3 months  | Career Pathways, Promotions and Retention | Elevate staff affinity groups' status to increase their reach within and influence on the organization by acting as employee resource groups and providing input into the potential impact of policies, practices or leadership decisions on employees.                                                                                                                     | CEDI                         |
| 1–3 months  | Career Pathways, Promotions and Retention | Establish a workgroup to assist in developing a holistic, non-biased career advancement and staff promotion process that incorporates performance management, appraisals, succession planning and mentoring.                                                                                                                                                                | Local HR                     |
| 1–3 months  | Recruitment and Hiring                    | Establish a workgroup of hiring leaders to assist Talent Acquisition in simplifying and streamlining the hiring and recruitment processes for managers.                                                                                                                                                                                                                     | Local HR                     |
| 3–6 months  | Recruitment and Hiring                    | Enhance the employee onboarding experience to facilitate candidate transition and integration into the Office of the President, including reviewing and clarifying the probationary period policy to avoid potential discrimination.                                                                                                                                        | Local HR                     |
| 3–6 months  | Career Pathways, Promotions and Retention | Increase senior leadership accountability to meet diversity, equity, and inclusion standards.                                                                                                                                                                                                                                                                               | President                    |
| 3–6 months  | Policies and Procedures                   | Establish a process to better inform employees of practices, policies, procedures and data related to recruitment, hiring, promotion and career pathways.                                                                                                                                                                                                                   | Local HR                     |
| 3–6 months  | Workplace Culture                         | Increase frequency and breadth of UCOP communications regarding anti-racism, diversity, equity, inclusion and employee engagement efforts, including providing employees regular updates and creating an annual report of strategic objectives and the progress in achieving diversity, equity and inclusion aspirations, to be presented at an annual Diversity Town Hall. | CEDI and UCOP Communications |
| 6–12 months | Workplace Culture                         | Lead development of a UCOP-wide diversity action plan and oversee its implementation.                                                                                                                                                                                                                                                                                       | CEDI                         |
| 6–12 months | Career Pathways, Promotions and Retention | Establish a process to track employees from hiring through promotions to assist with recruiting internal candidates, retention and succession planning.                                                                                                                                                                                                                     | Local HR                     |

| Time         | Area of Focus                             | Recommendation                                                                                                                                                                                                                                                                                                                                                                           | Responsibility                                                                                              |
|--------------|-------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| 6–12 months  | Policy and Procedures                     | Revise the reporting systems and update process documents to assist employees in filing complaints of bias, racism and discrimination.                                                                                                                                                                                                                                                   | Local HR, Ethics, Compliance, and Audit Services, Systemwide HR, GUEA, UC Legal, Systemwide Title IX, CEDI  |
| 6–12 months  | Professional Development                  | Establish mandatory training and professional development for all employees on diversity, equity, bias and anti-racism that increase employee competencies.                                                                                                                                                                                                                              | President                                                                                                   |
| 6–12 months  | Recruitment and Hiring                    | Enhance recruitment by updating how the Office of the President is described on the jobs website, applicant information and other materials available to applicants; require applicants to submit a diversity statement; encourage and fund employee resource group participation in recruitment efforts; and increase funding for recruitment advertising that targets diverse markets. | Local HR                                                                                                    |
| 6–12 months  | Workplace Culture                         | Establish anti-racism initiatives for the Office of the President that specifically include information about anti-Black racism.                                                                                                                                                                                                                                                         | CEDI and GUEA                                                                                               |
| 6–12 months  | Workplace Culture                         | Implement an organization-wide measurement tool for inclusion to evaluate fair treatment, trust, belonging, psychological safety, decision-making and diversity.                                                                                                                                                                                                                         | CEDI and Local HR, GUEA, IRAP                                                                               |
| 6–12 months  | Policies and Procedures                   | Consider creating a systemwide anti-racism policy.                                                                                                                                                                                                                                                                                                                                       | Ethics, Compliance, and Audit Services, Systemwide HR, GUEA, UC Legal, Systemwide Title IX, Academic Senate |
| 6–18 months  | Career Pathways, Promotions and Retention | Enhance manager skills to increase employee inclusion and engagement by establishing a comprehensive manager evaluation and feedback process, increasing manager competencies, and requiring at least one annual goal for equity, diversity, inclusion and workplace climate.                                                                                                            | Local HR in collaboration with Systemwide HR – Talent Management and CEDI                                   |
| 12–18 months | Recruitment and Hiring                    | Establish an equity adviser team to ensure an equity lens is applied throughout the employee life cycle.                                                                                                                                                                                                                                                                                 | CEDI in collaboration with Academic Personnel and Programs and GUEA                                         |
| 12–18 months | Workplace Culture                         | Include diversity, equity, inclusion and workplace climate contributions as criteria in employee rewards programs.                                                                                                                                                                                                                                                                       | President                                                                                                   |
| 12–24 months | Policies and Procedures                   | Review and update local HR procedures with an anti-racist lens and ensure that local HR procedures align with the most recent UC policies.                                                                                                                                                                                                                                               | Local HR in collaboration with Systemwide HR and CEDI                                                       |



| Time         | Area of Focus           | Recommendation                                                                                                                     | Responsibility       |
|--------------|-------------------------|------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| 12–24 months | Policies and Procedures | Establish and publish an annual equity scorecard to provide transparency concerning Office of the President employee demographics. | CEDI, IRAP, Local HR |