

HR Staff Programs and Affirmative Action Analysis Task Force

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HR Staff Programs and Affirmative Action Analysis Task Force Membership

- **Linda Fairfield, MSP and MSO Coordinator, Campus Human Resources (Chair)**
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HR Staff Programs and Affirmative Action Analysis Task Force Report dated January 27, 2006

The Senior Associate Vice Chancellor and Special Advisor to the Chancellor – Human Resources appointed a Task Force consisting of Human Resources staff members from both the UC Davis campus and UC Davis Health System (UCDHS) to conduct a formal review of staff recruitment and affirmative action and diversity. Specifically, the Task Force was charged with assessing how Human Resources can best improve and clearly communicate its programs, policies and processes related to outreach, employment, compensation, training, staff affirmative action and diversity. Another focus of the Task Force was to better coordinate the policies, processes and services between the campus and UCDHS locations in order to provide consistency for our customers. The work of the task force was completed by the established completion date of January 31, 2006. The task force is continuing to meet regularly with a focus on further website enhancements with a targeted completion date of December 31, 2006.

To begin the review process and to document the successes and the improvements needed, the Task Force began meeting regularly in September, 2005. Because the charge of the Task Force included many areas within HR, sub groups were formed to focus and better align staff with their area(s) of expertise.

Sub Group: Analysis of Outreach, Recruitment, Hiring, Transfers and Promotions

The Staff Employment Offices, Human Resources for both the UC Davis campus and UCDHS formed this sub group. Emphasis was given to the review of current procedures and practices, methods of communicating services offered and the proactive approach in support of affirmative action at each location.

- Websites: Each location posts information regarding their respective employment services. In addition, each location is in the process of updating and enhancing their websites to ensure that information regarding community outreach activities that UCD/UCDHS participate in for staff recruitment purposes is published for both the general public and for departments served and to better communicate employment processes to our hiring authorities and to applicants.

Action Item(s): The UCD campus website was updated to include new links to describe the Outreach Program and two versions of an Outreach calendar. One Outreach calendar, specifically designed for applicants, lists community events where applicants have the opportunity to meet with a staff member to learn about employment opportunities at the UC Davis campus. The second calendar reflects all outreach interactions with community agency representatives, and serves as a tool to communicate to hiring authorities and other interested staff the efforts made to enhance the diversity of applicant pools. This calendar also serves to foster interest among campus departments to attend outreach events in partnership with Employment Staff.

- Recruitment/Outreach: A review was conducted of focused recruitment efforts, quality of applicant pools, diversity of selection committees, written recruitment plans, affirmative action goals and promotional opportunities for staff. Because of the need to enhance the existing program's ability to work with new census data, the group considered methods to improve communications, develop strategic recruitment plans, and better coordinate staffing and funding.
- Focused Recruitment: The group recognized the need to define "outreach" and "focused recruitment" in order to be clear to our customers.

Action Item(s): "Outreach" is defined as a collaborative participation and partnership with departments, constituent groups and community affiliations in activities that encourage the employment, retention and development of employees, prospective applicants, student populations, and community interest groups. "Focused recruitment" is defined as any special activity to promote vacancies with affirmative action goals. These definitions will be published on our respective websites.

- Applicant Pools: Efforts were made to increase qualified applicant pools through outreach activities including workshops for applicants, targeted job fairs, site visits with community based agency representatives, etc. These efforts continue to be a priority for each location.

Action Item(s): The campus and UCDHS have developed coordinated efforts to improve community relations. Through the Outreach Program we continue to develop community networks to further enhance UC's commitment to create a diverse, multi-cultural community and foster a diverse workforce. Activities range from participation in job fairs, site visits in the community, memberships in professional organizations, and presentations of workshops on employment opportunities. Campus and the UCDHS will continue to coordinate joint attendance and staffing of activities in the local communities, to share costs for diverse internet sites, to make presentations to community groups, to hold workshops, etc. We are also inviting campus departments to join with us at job fairs.

To evaluate the success of the overall outreach program, benchmarks need to be established to measure applicant flow and effective use of recruitment plans and resources. In addition, steps need to be taken to explore other employers' "best practices" for outreach and recruitment. We will further develop a branding campaign to promote the University as an employer of choice in order to increase qualified, diverse applicant pools.

- Diverse Selection Committees: To ensure a successful recruitment process, a diverse selection committee should be appointed.

- The task force is recommending that the following statement be added to staff recruitment materials:

“The UC Davis Administration is committed to promoting diversity and equal opportunity in its education, services, personnel practices and administration. As a result, hiring authorities are committed to appointing a diverse search committee and interview panel for all staff recruitments. A diverse panel should include such differences as race, ethnicity, gender, sexual orientation, age, and persons who have self identified as having a disability.”

At the UCDHS, diverse panels are required. This is communicated through the Employee Selection Class and is included first on the recruitment checklist which accompanies all applications referred to departments. For many years now, as part of the Managers & Senior Professionals (MSP) Recruitment Plan, and prior to approval of recruitment actions for all MSP positions, the Senior Associate Vice Chancellor’s Office has reviewed selection committee make-up and requires a diverse selection committee. On the campus, all Management Services Officer (MSO) recruitments follow this same process. Additionally, a diverse interview panel is also required for two staff supervisory levels, Administrative Specialist-Supervisor and Analyst- Supervisor.

Action Item(s): It is recommended that Senior Associate Vice Chancellor Shimek send a memo to campus departments requiring diverse interview panels for all professional staff positions. The task force recommends that we also begin to require diverse selection committees for all staff recruitments once we’ve had the opportunity to provide notice to our exclusive employee representatives.

As part of the UCDHS Leadership Certification Series, employees are required to take Diversity and Employment Selection classes through their Training & Development program (updated every two years). In addition, at least one member of the panel must have taken the Employment Selection class in the past two years and at least one member of the panel must represent an ethnic minority group. The Interview Panel Lists are available by request. The Diversity training class offered on campus will be available to UCDHS beginning course year 2006. Panel members for campus interviews will be expected to have completed the Diversity training class.

- Affirmative Action Goal Analysis: To review the success of outreach efforts, a “post-audit review” process was coordinated with the Staff Affirmative Action and Diversity Office on campus for all recruitments. The process includes a complete review of the selection and recruitment process when an applicant who would have met an affirmative action goal was interviewed but not hired.

Action Item(s): UCDHS will review the current campus process for consideration at their location.

- Recruitment Plans: To document strategies used to enhance qualified and diverse applicant pools, a detailed written recruitment plan is currently required prior to

recruitment for MSP staff vacancies at the Davis campus and UCDHS. Recruitment plans are also developed with the hiring department on campus for all staff recruitments.

Action Item(s): Documented, written recruitment Plans will be required for all staff recruitments on campus effective once the automated system is implemented. Campus will implement procedures to develop effective recruitment plans and will post the information on their website for hiring authorities. Campus is also developing a training module that addresses outreach and effective recruitment plans for “MSO’s For the Future” participants. The class will be further explored as a standard workshop offered by Employment and Outreach Services in partnership with UCDHS. In addition, both locations will incorporate tools to allow departments online access to 300 plus recruitment resources. These include search engines to complement the on-site outreach activities in the local communities. One recruiter at each location has become a Certified Diversity Recruiter and will be providing in-house training for the rest of the Employment team.

- Education of our Supervisors and Managers and Communication with our Community Organizations: We communicate via our daily interactions with departments, individual work with managers who are working with current recruitments, one-on-one counseling sessions with supervisors and managers, employment staff participation in recruitment and selection classes and through diversity training for supervisors and managers coordinated through Staff Development and Professional Services. At UCDHS, T&D hosts supervisory and management breakfasts for networking and communication purposes twice a year.

Action Item(s): To strengthen communication and enhance established relationships with hiring personnel, periodic updates on employment outreach activities, policies and procedures will be given to the Administrative Management Group (ADMAN), department and College wide presentations and to hiring authorities when requested. Newly hired supervisors and managers will also be invited to meet with key Employment staff for orientation. Employment Staff will begin hosting an annual ‘open house’ at each location for supervisor and managers to meet key players in Employment. Recruiters at both locations are encouraged to make face-to-face contact with their departmental hiring authorities. At the UCDHS, an Education Fair is held twice per year where they invite 10-15 schools/colleges/universities to set up a table and provide the staff with information about their offerings. At UCDHS, the Employment Manager is a member of the Affirmative Action & Diversity Committee and regularly attends meetings and provides status of recruitment activities. On campus, presentations were made at SAADAC and HRC meetings to provide updates on activities. SAADAC will be invited to provide input as outreach programs and activities are developed. In addition, SAADAC members will be invited to attend community events with Employment.

- Transfers and Promotions: Employment and Outreach Services currently partners with SD&PS to conduct a brown bag employee applicant workshop. The task force, however, recognized a need to expand services for group sessions.

UCDHS has a Scholarship Program that offers individuals up to \$3,500 annually to support their career advancement (career employees enrolled in an accredited school or attending a career-related conference). In addition, the UCDHS has created the “Leadership Academy” for Managers and Supervisors. (Slots are reserved in the Managers course for faculty.) Employees who complete either of these programs, when interviewing for other positions, will be given consideration for having completed educational development.

Action Item(s): Campus is developing three subject classes for the “MSO’s For the Future” Program to support employee training and promotional efforts. UCD and UCDHS will partner with SD&PS to develop a class for candidates with transferable skills as well as a development program for employees. In addition, the current Affirmative Action Fee Payment Program will be explored for funding opportunities to support individual succession planning and career growth.

Sub Group: Analysis of Training Courses and Data

A key component to achieving success is to provide education to UCD/UCDHS supervisors and hiring authorities regarding roles, responsibilities and resources related to recruitment and outreach activities. The UCDHS Training & Development unit and the campus Staff Development & Professional Services unit both strive to offer a range of programs that support recruitment/outreach efforts and the ongoing professional development of the UC Davis workforce.

- Education for supervisors/hiring authorities regarding recruitment:

Current Activities:

- All hiring authorities are required to attend “Employee Selection and Interviewing Techniques” (UCDHS) or “Employee Recruitment & Selection” (campus) at least once.
- All hiring authorities are required to complete a refresher course, “Employee Selection Review” (UCDHS) and “Employee Recruitment & Selection: Refresher” (campus) every two (UCDHS) or three (campus) years.
- “Intercultural Selection Processes” (campus) is offered to provide education on diversity issues related to recruitment and selection.

Action Item(s):

- Complete the campus audit of hiring authorities’ compliance with recruitment and selection course completion requirements. There is a potential communication from AVC Shimek to college/unit representatives regarding requirements.
 - Work with Outreach and Recruitment subgroup to support adding appropriate diversity education (e.g., “Intercultural Selection Processes”) as a requirement for hiring authorities.
 - Work with Outreach and Recruitment subgroup to support adding training requirements to recruitment plans as they are implemented on campus.
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- Education for supervisors related to supervision:
 - Current Activities:
 - New and aspiring supervisors are offered the opportunity to enhance their supervisory skills and knowledge in a range of areas such as leadership,

communication, recruitment, personnel law and performance appraisals through the “Leadership Development Series” (UCDHS) and “Basic Supervisory Series” (campus).

- Experienced supervisors and managers are offered the opportunity to expand upon this knowledge through the “Leadership Certificate Series” (UCDHS) and “Advanced Supervisory Certificate Series” (campus).
 - A variety of stand-alone courses on campus and at UCDHS cover such human resources management subjects as collective bargaining, leaves of absence, classification and compensation, and sexual harassment.
 - Supervisors Network Breakfast Meetings (campus) and Managers Breakfast Briefings (UCDHS) are held every fall and spring to update audiences on topics specific to their roles.
- Targeted development programs:
 - Current Activities:
 - In addition to the myriad ongoing courses and programs offered to UC Davis staff, a number of new, pilot or one-time programs have been launched in 2005-06:
 - Leadership Academy (UCDHS): Offered to new faculty and managers to support succession planning.
 - MSO's for the Future (campus): A nine-month competency-based program to develop a pool of potential future MSO's.
 - School at Work—SAW (UCDHS): A career ladder program intended to develop entry-level employee skills in healthcare.
 - Computer Basics (campus): An evening program offering basic computer training to custodial staff.
 - Employee Cross Training Program (UCDHS): Assists staff employees to increase performance effectiveness in their present university positions, and encourages and provides opportunities for employees to obtain skills, knowledge and abilities which may improve their chances for career advancement within the university. In some cases, the program will also provide managers with an opportunity to support the UCDHS affirmative action program and, eventually, increase the diversity of their own work units.
 - UCDHS Community Outreach Program (Student Externships): Affiliation agreements with schools both locally and in outlying areas provide students valuable experience in a hospital setting. Many successful students have been hired at UCDHS and have moved up the career ladder.
 - Financial support for employee development:
 - Current Activities:
 - Affirmative Action (AA/EEO) Fee Assistance Program: UC Davis employees may receive up to \$250 per course/\$1,000 per program in fee assistance for non-work related career enhancement programs.
 - Employee-Student Reduced Fee Program: Through PPSM 51, regular-status employees may receive a two-thirds reduction off registration fees when enrolled in a degree program at a UC campus. (Enrollment limits apply.)

- UC Davis Extension Employee Discounts: All UC Davis career staff may receive a 20% discount for UC Davis Extension courses.
- UCDHS Scholarship Award Program provides assistance to UC Davis Health System career employees who have been accepted or are currently enrolled in an accredited educational program to promote their Health System career.

Sub Group: Analysis of Classification, Equity and Salary Processes and Data

- Data/Reporting: A Systemwide workgroup has been formed to meet and outline the process for implementing the OFCCP guidelines on compensation practices. Our task force recommends that we wait for the guidance expected from this workgroup to determine appropriate steps in analyzing and reporting on compensation reviews. The first workgroup meeting was December 13, 2005. It is anticipated that results of the workgroup will be available in early to mid 2006.
- Training/Communication: The Campus and Health System will add guidelines on reorganizations to their websites.

Action Item(s): A section on considering diversity in the workforce will be added to existing compensation training provided to supervisors/managers. The stipend/equity request form will be reviewed to determine whether adding a check box for the department regarding diversity considerations is appropriate.

Sub Group: Analysis of Data and Goals

- Affirmative Action Goals: The campus Affirmative Action data workgroup (Shimek, Melendy, Horgan-Thompson, Oropeza, Reyes, Reed, Wilson) met and considered options to implement the balance categories (as related to the multi-ethnic 2000 categories) and identify recruitment areas/counties for the utilization analysis. It was determined that the balance category percentage would be apportioned to the appropriate ethnic categories and that the census data for Solano, Yolo, and Sacramento Counties would be considered at this time.

Action Item(s): Campus: New Affirmative Action goals (based on the new census data) were distributed to the Senior Advisors, Human Resource Committee Members, HR Employment and Affirmative Action & Diversity staff, and updated in Job Machine II. Campus Employment staff are working with departments on outreach efforts to attract candidates using the new information. UCDHS: The new census data will be used in the annual recalculation on July 1, 2006.

- Affirmative Action Reports: A campus workgroup convened by Steve Roth, Assistant Dean for Administration in Letters and Science, has requested an alternative approach to the traditional Applicant-To-Hire reports. To be in a more proactive role, the workgroup has requested reports and information that will allow them to work with their respective department managers to develop viable outreach and recruitment plans. The new reports and information will be 1) campus demographics by job group; 2) demographic information for each school/college/administrative unit by job group; 3) demographic information for each

department within the school/college/ administrative unit by job group; and 4) demographic information from 2000 census by job categories.

With the information available to educate managers and supervisors at the beginning of the recruitment process, it is anticipated that we can increase our outreach efforts to enhance the diversity of our candidate pools. At the Health System, a subcommittee of the Equal Opportunity and Diversity Committee will consider a revision of its current quarterly report format. The objective is to parallel the report data in formats that make sense at each location.

Action Item(s): Campus HR has provided one of the four reports (2000 census data by job category) and is working on providing the additional information by the end of February 2006.

Upon completion of the subcommittee work at UCDHS, HR will continue to collaborate with campus on a common report format.

Sub Group: Analysis of Discrimination Complaint Process

Campus Staff Affirmative Action & Diversity (SAAD)

In general, SAAD monitors Campus complaints of discrimination to insure that employee complaints are receiving timely and fair consideration and that those involved in the process are sensitive to the needs of employees who are encountering adverse employment discrimination or harassment based on race, color, national origin, religion, sex, physical or mental disability, medical condition (cancer-related or genetic characteristics), ancestry, marital status, age, sexual orientation, citizenship, or status as a covered veteran, within the workplace.

Current services provided by the SAAD are:

- Informal Review: Meetings take place with employees to informally resolve or discuss potential complaints of discrimination prior to a formal grievance being filed.
- Monitoring the Process: SAAD informally monitors the formal complaint process to be sure time limits are being met, rules obeyed and the complainants kept informed of where they stand and what their options are at all times.
- Providing Input: SAAD, because of their contact with employees and ongoing assessments of representation by groups in the department and on campus, are generally aware of where problem areas and discrimination exist in departments. They can provide informal input to counselors, complaint investigators, and departments. SAAD can also assist in identifying key problem areas where they can affect change.
- Giving Support: This function may involve other campus/health system resource departments such as ASAP, Employee & Labor Relations, Management Consulting and Organizational Development, and Mediation, as well as the Office of Campus Community Relations and managers of other special programs. The complaint

process is long, full of difficult decisions for the employee, and often creates hostility against the employee in his or her department. While SAAD staff strives to be as independent as possible, they can offer information and informal advice when employees must make decisions, and in general provide support to complaints.

- Assuring Qualified Counselor/Investigators are Selected: SAAD can lobby for or participate in the selection of knowledgeable Fact Finders and Investigators.
- Information: In general, the SAAD can develop summary statistics on the number of complaints, by type, by major organizational unit, etc. Data from the discrimination complaint process can be used to identify actual or potential problems in the department that need to be addressed by the campus affirmative action program.

Complaints of Discrimination - Campus

Complaints of discrimination are resolved informally through a process called the “informal review”. However, undue emphasis is not placed on resolving complaints informally or dissuading employees from filing formal complaints.

The “informal review and formal” steps of the discrimination complaint process is briefly described below. Before discussing them, however, several points should be highlighted.

First, this process does not do away with the grievance procedures for matters normally grieved such as working conditions, classification issues, corrective actions, etc., which do not involve allegations of discrimination. Employees are not allowed to have parallel reviews of these issues under both the grievance and informal discrimination complaint processes.

The “informal review” is for resolution of complaints that do not require a formal investigation, grievance or other formal administrative process. If a request for a formal action arises during an informal review, the informal review process is terminated and the case is referred to Employee and Labor Relations.

Second, if someone comes forward with a complaint and it is not resolved informally within the department, the employee should be directed to SAAD, the Provost & Executive Vice Chancellor, the Senior Associate Vice Chancellor--Human Resources, or the Associate Executive Vice Chancellor--Campus Community Relations.

- Informal review: An informal review is an informal process to resolve a complaint when a staff employee believes they have been discriminated against and wish to resolve the complaint without recourse to a grievance. A SAAD consultant will listen to the complaint; review and research the allegations; and present findings and recommendations.
- Formal Grievance: The Employee and Labor Relations Department has sole responsibility for processing staff discrimination grievances and complaints under all contracts and policies on the UC Davis Campus. Each contract and the Personnel Policy for Staff Members (PPSM) have a grievance article or complaint procedure for outlining various timelines and procedures.

- Investigation of Complaints of Discrimination: University Investigator's are charged by a Campus appointing authority to conduct a full and fair investigation into the subject matter of the investigation. The University Investigator is required to identify and interview all persons who have relevant and material information about the subject matter of the investigation, to the extent reasonably possible.

University Investigators are generally University employees (or retired employees) who have completed formal training and possess the ability to conduct investigations fairly, impartially and expeditiously. Those who conduct investigations are to maintain the role of fact finder. His or her responsibilities are to assemble enough information to provide a basis for deciding whether the action was or was not a discriminatory action. He or she should never act in such a way as to leave an impression of personal interest in the outcome of the investigation and avoid becoming an intermediary between the complainant and the department in any efforts on their part to seek a resolution of the complaint during the investigation. University investigations are conducted to gather facts in order to make a reasoned determination about a course of conduct. The importance of neutrality cannot be overemphasized.

UC Davis Health System Complaints of Discrimination Process

The UC Davis Health System follows the process as defined on the attached flow-chart. The chart provides a step-by-step process for complaints of employment discrimination, calling for 1) referrals, 2) early resolution/no fault discussion, 3) investigation and 4) external agency responses.

Action Item(s): A summary of complaint procedures and services has been compiled at both locations to provide a more comprehensive outline of the complaints we see and the procedures we follow.

The staff at each office location of Employee & Labor Relations and the Campus SAAD and the UCDHS Affirmative Action and EEO/Sexual Harassment/Mediation office has the authority to receive complaints, engage in a resolution process, initiate an investigation, and present findings. The Managers at all locations oversee the work of the staff and are encouraged to consult with their administrative reporting line regarding questions, advisement, and appropriate action.

The managers of the Units are responsible for the processing of discrimination complaints and reporting through their administrative reporting line, to the highest level of the organization. All supervisory and management personnel are accountable for maintaining an environment free of discrimination. The lines of accountability should be published in all policies and procedures related to discrimination and sexual harassment.

Efforts have begun to manage the data through one centralized system at both locations.

Complaints of Discrimination Policies for both campus and UCDHS

Staff Complaints of Discrimination

<http://manuals.ucdavis.edu/ppm/380/380-15.htm>

Complaint Resolution

http://atyourservice.ucop.edu/employees/policies/staff_policies/spp70.html

Other policies are located in respective Collective Bargaining Agreements.

