

Academic Affairs Staff Diversity Plan (June 2005)

Academic Affairs is a very large and highly decentralized organization, with a culture of local administrative authority. Over the last ten years, the divisional structure has been beefed up and fortified with resources and management expertise and this has begun to shift the culture in important ways. Any plan to successfully develop and implement meaningful AA/EO strategies needs to recognize the culture and development of the organization. The Academic Affairs staff AA/EO plan emphasizes a collaborative relationship between the SVCAA, divisions and operating units. There is a focus on awareness and education, providing information to help managers make good decisions, and developing local accountability as well as resources.

Awareness, Education and Feedback

First and foremost, Academic Affairs engages in a continuous effort to promote awareness of UCSD's equal employment/affirmative action (EO/AA) policy. Under the leadership of the Senior Vice Chancellor, key administrators from Academic Affairs units meet to advise and consult with staff on EO/AA issues. Information and training is disseminated in a variety of ways, including regular meetings of the Academic Affairs HR Contact Group (HR representatives from each department/unit), HR Advisory Group (lead HR representatives from each academic division and major unit), Academic Business Administrators (ABA), and divisional business officer and departmental faculty and staff meetings. These groups review relevant University policies and campus procedures, and discuss strategies for implementing the Academic Affairs affirmative action program. EO/AA policy and diversity resources are also disseminated via the Academic Affairs HR website.

The Office of the SVCAA sponsors opportunities to engage department business and HR managers in brainstorming and problem solving sessions to identify local strategies for achieving staff diversity and to develop a sense of local empowerment. Academic Affairs supports and promotes campus programs aimed at providing diversity education and raising awareness among existing staff, including the Diversity Education Program offered through Staff Education and the annual campus Equal Opportunity/Affirmative Action and Diversity Awards.

Following our annual EO/SAA progress briefing with campus HR, we review current Academic Affairs' affirmative action issues, efforts and activities at both an Assistant Deans' meeting and HR Advisory Group meeting. A report is prepared for each Assistant Dean/major unit head that includes issues raised at the briefing, focus recruitment areas for the current year, and potential initiatives and activities. We provide these managers with statistics on the composition of the Academic Affairs staff workforce, summary data and detail on employment activities (such as hires that "met a goal" or "diversified the workforce") by unit. This information is shared and discussed with department business officers and they are expected to incorporate related issues into their unit's staff diversity efforts. This data is extremely valuable as it enables individual units to track their progress in the area of staff diversity. Currently this information is only available to VC office staff via a web-based application – we have requested that the office of EO/SAA make this data readily accessible to appropriate departmental staff.

To help gauge workplace climate, Academic Affairs participates in the Staff@Work Survey, an employee satisfaction survey that measures how employees feel about working at UCSD and in

their departments. Three questions which deal specifically with issues related to diversity at the department level were among the highest-rated for Academic Affairs in 2004. These questions asked about “fair treatment of people of all ethnic groups, cultures and backgrounds” (4.3 rating out of 5), “fair treatment of people of all sexual orientations” (4.3), and “active support of a diverse working environment” (4.1). Our employees also rated their supervisors highly (4.0) on the question regarding “opportunities to develop new skills to support career advancement.” We expect to continue to participate in the annual survey so that changes in employee sentiment can be measured over time.

Workforce Statistics:

The most recent report on the UCSD Career Workforce (covering the period 11/1/03-10/31/04) shows the percentage of People of Color (POC) working in Academic Affairs at 31%, an increase of 1% from the previous year. In absolute numbers Academic Affairs realized an increase of 23 POC within the overall workforce. As of October 2004, POC represent 34% of the PSS workforce (also up 1%), with the greatest gain being made in the number of Asian employees. Also notable was a 33% increase in representation by POC in the MSP program (an increase of 8 in absolute numbers). Regrettably these gains were not also reflected in the numbers of Black, Hispanic and American Indian employees in the overall workforce.

In comparing staff diversity in Academic Affairs to the campus it is most appropriate to compare us to VC areas with a similar breakdown of staff titles. Marine Sciences, and to a lesser extent, Health Sciences, have a mix of staff most similar to Academic Affairs. Statistics by employment program are summarized below:

Women and People of Color (POC) as a percentage of the career staff workforce*

Employment Program	Academic Affairs		Marine Sciences		Health Sciences	
	Women	POC	Women	POC	Women	POC
SMG	27%	13%	0%	0%	0%	0%
MSP	35%	16%	31%	10%	59%	20%
PSS	61%	34%	47%	23%	77%	37%
Overall	58%	32%	45%	22%	77%	36%

*Career staff workforce statistics as of February 15, 2005

Academic Affairs’ representation of women and People of Color in the SMG employment program compares favorably with both Marine and Health Sciences. In both the MSP and PSS employment programs, Academic Affairs’ numbers are higher than Marine Sciences but trail Health Sciences. But comparing staff diversity between Academic Affairs and other areas of campus does not provide us with sufficient information to determine our target areas for recruitment. Our targeted areas are identified by considering underutilization within specific job groups, which compares the availability of women and people of color for a job group to the actual representation in the workforce. This year’s data suggests that our efforts be focused on MSP Managers and MSP Technical Professionals, as well as information technology and other technical positions. These groups includes staff titles such as MSO IV, Director (Functional Area), Programmer Analysts I-IV and Development Technicians.

Outreach & Recruitment:

Our units participate in campus and locally sponsored outreach activities, both on campus and in the community, including the UCSD community outreach information fair and the Summer Hire-a-Youth Program. For MSP and other key positions, department hiring managers are expected to work closely with the campus HR's Professional Recruitment & Community Outreach Manager to design recruitment plans that will attract qualified applicants to positions, with a focus on enhancing workforce diversity. To further promote awareness of Academic Affairs as an employer of choice and direct potential applicants to the UCSD Joblink site, the SVCAA is willing to sponsor a quarterly ad in the Chronicle of Higher Education or other appropriate advertising venue reminding potential applicants of the continuing availability of opportunities for staff employment. We believe that once prospective applicants discover UCSD's Joblink site, the resources and information provided therein offer excellent guidance for successfully completing a job search.

Academic Affairs is committed to the assurance of fairness and nondiscrimination by encouraging departments to closely monitor the staff selection process for recruitments and promotions, focusing its recruitment efforts in areas with underutilization. Unit managers are responsible for the staff diversity efforts in their area, but we feel that extra efforts are warranted for our focus recruitment areas, especially MSP level positions. To that end, Academic Affairs will request that units provide the Office of the SVCAA with a recruitment plan for all MSP level recruitments prior to job posting. This plan will be patterned after those required for academic recruitments, and include information on avenues to be utilized for outreach and advertising, the composition of the search committee (diversity will be expected in search committees), and the name of the individual responsible for the affirmative action aspects of the search. Units will also be encouraged to develop recruitment plans (to be kept at the department level) for titles in information technology and other technical areas as well as for non-MSP titles that are in feeder groups to MSP positions.

Career Development & Retention:

Within Academic Affairs, we continually strive to create and endorse training and development opportunities for staff in order to promote a culture of tolerance, understanding and equal opportunity. As part of the performance management process, supervisors are expected to develop annual career development/training plans with their employees with an emphasis on helping all employees, including women and people of color, attain their career goals. The Staff Equal Opportunity and Enrichment Program (SEOEP) and UCSD Career Connection are promoted as campus programs which can assist with this process. Staff members from Academic Affairs units are also very active as participants and facilitators in leadership training and development programs offered at the campus and University level, including the Administrative Professionals Development Program, Middle Management Advance, Management Skills Assessment Program (MSAP), Business Officer Institute (BOI), Business Leadership Forum (BLF) and UC Leadership Institute (UCLI).

In fall 2004 Academic Affairs, in concert with the Academic Business Administrators (ABA), instituted a pilot mentorship program for new business officers. The ABA Mentorship Program pairs experienced managers from Academic Affairs with newer business officers seeking to

enhance their management skills, better understand the UCSD organizational culture and develop a network of campus resources to assist them in their daily work. The campus has expressed an interest in using the Program as a model for a campus-wide mentorship program (or “buddy system”). Also, in early 2005 the Division of Social Sciences launched an “MSO Academy,” a program developed for staff members who aspire to become business officers. The program, open to Social Sciences staff at the ___ Assistant III / PSS 3 level and above, provides training and guidance to its participants with the goal of enhancing their competitiveness for MSO positions. Early indications are that the program has been very successful and plans are already underway to expand it to other divisions in Academic Affairs. Both the business manager mentorship program and the MSO academic are intended to make a positive impact on our representation of underrepresented groups in these positions. These programs may also become integral components of the campus’ overall succession management planning.

Performance reviews are a key component of evaluating and developing managerial excellence. It is our expectation that job descriptions of all managers and designated supervisors incorporate responsibilities and language related to diversity and EO/AA. Consequently, diversity efforts are to be formally incorporated into the performance reviews of Assistant Deans and Business Officers as well as other managers who have an opportunity to influence staff hiring.

Potential Barriers to Success:

In the course of our consultative process we encourage the discussion of challenges and barriers to success in the hope that issues can be positively addressed. Here is a list of some of the more important barriers that departments have identified.

Resources

As with any concerted effort, resources (both time and money) must be expended to achieve success. There are costs associated with increased advertising and employee travel to job fairs and conferences. Employee training necessitates a commitment from both departments and supervisors to free up staff time for career development (for classes, internships, job shadowing, etc.). There is also additional workload associated with the development of formal recruitment plans and career development plans for staff. Many of our managers already feel staffing levels are too low in their departments and question how existing staff can absorb this added workload, especially with competing priorities for new resources.

Decentralized Organization

The decentralized nature of Academic Affairs presents real challenges to the successful implementation of a diversity plan. Authority for almost all personnel actions has been delegated to individual divisions or departments. Units may have many individuals who are involved in and responsible for staff recruitments and hiring. Many faculty are supervisors and responsible for the staff hiring within a research group or lab. Staff report that faculty supervisors often have pre-selected candidates for research or technical positions and/or hire from among their existing students making a concerted outreach effort either difficult or not genuine. The reality of these circumstances reduces the competitiveness of these searches.

UCSD salary lags compared to the market

The competitiveness of UCSD vs. other employers has been cited by several of our units as a barrier to success. The salaries UCSD offers to staff, especially at lower levels, are falling further and further behind the market. According to our managers, the “total compensation” concept (and emphasis on the UC pension plan) promoted by the campus has not been a strong selling point to many young workers. Additionally, employers throughout the region are competing with UCSD and against each other for highly qualified women and people of color – institutions that are able to offer more attractive compensation packages are more likely to be successful in their recruitment efforts.

Information as a Management Tool

Pertinent information, tools and resources that would be helpful to departmental managers are not readily accessible to individual units. For example, hiring managers must query HR for data on the diversity of their interview pools rather than being provided the information as a matter of course. Similarly, departments must specifically request additional avenues for advertising/outreach for a targeted search – they are not offered this routinely. Department staff without a lot of experience in this area are more or less on their own. A more proactive approach from Human Resources would be of great assistance to department staff. Proposed enhancements to the on-line hiring system should help to address some of these issues.

Culture

In discussions with some of our HR managers and contacts, there was anecdotal evidence that people of color may not be applying in larger numbers for positions in academic departments because of a perceived culture that those units are less welcoming to diversity. While this perception is not borne out by the results of last year’s Staff@Work Survey, we feel the matter bears further investigation. Academic Affairs will conduct a focus group consisting of underrepresented staff in our units in an effort to better determine whether or not this perception actually exists and is inhibiting applicants.

Plan Implementation

Successful implementation of this plan requires collaboration and cooperation among many units and offices, including the individual units within Academic Affairs, the Office of the SVCAA and campus Human Resources. Because of the size and decentralized nature of Academic Affairs, responsibility for implementation at the department level lies with Deans/major unit heads and unit business officers. The Office of the SVCAA will monitor staff diversity efforts and progress in our units as well as serve as a resource for advice and guidance. The Office of the SVCAA has also recently been approved to recruit an intern via the Career Connection Program. One of the major responsibilities of this individual will be to assist with the implementation of this staff diversity plan. A major task related to this effort includes reviewing and updating the diversity resources currently available in Academic Affairs, focusing on “Best Practices for Achieving a Diversified Workforce.” The goal of this project is to support the development of recruitment plans by divisions and departments, outlining appropriate and consistent outreach methods for achieving diverse applicant pools and ensuring applicant flow accountability, particularly in areas where underutilization is identified. This project is targeted for completion by the end of 2005.