Equity, Diversity and Inclusion Task Force

2020-2021 Recommendations
Task Force Members

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A little bit about the EDI Task Force

- Formed as a remedy to a decreased favorability rating in the areas of diversity and inclusion in the 2019 Employee Engagement Survey

- Charge: to give a voice and place to the staff who are invested in the success of the University and its EDI policies. We want staff to be represented and valued.

- Over a period of 8 months identified 30+ recommendations using an EDI framework
Equity, Diversity, Inclusion and Belonging Defined

**Equity:** justice according to natural law or right; specifically: freedom from bias or favoritism

**Diversity:** the condition of having or being composed of differing elements: variety; especially: the inclusion of different types of people (such as people of different races or cultures) in a group or organization

**Inclusion:** the act or practice of including and accommodating people who have historically been excluded (as because of their race, gender, sexuality, or ability)

**Belonging:** The human emotional need to be accepted by a group. The sense that one feels as though they are seen, understood, and valued
A series of **training and accountability measures** designed to help managers and supervisors **create more inclusive environments for all employees.**
Overview of Recommendations

1. EDI training curriculum for managers, supervisors and professional support staff.
2. 360° Reviews with an EDI component for all managers + supervisors.
3. Including non-managerial staff on committees and in decision-making processes.
Gender and ethnic diversity is highly concentrated among support staff. According to 2020 UCLA staff workforce profile.

Inclusive work environments help reduce turnover and improve retention.

Improving retention saves the university considerable time and money. According to the Society for Human Resources, it costs 6-9 months of an employee's salary to replace them.
Recommendation #1

EDI Curriculum for Managers & Staff

Develop a series of in-person or live virtual training that is required for managers, supervisors and HR (department and campus) employees.

Provide supplemental annual training for all campus employees in multiple formats: asynchronous, in-person, hybrid, and virtual (Zoom).
Recommendation #1

EDI Curriculum Topic and Themes

- Inclusive Leadership
- Inclusive Hiring and Interviewing
- Anti-Racism in the Workplace
- Cultural Awareness and Humility
- Managing Difficult Conversations

All trainings will be accompanied by attendance-optional debrief spaces as well as affinity spaces to further address anti-racism practices in the workplace and further a sense of belonging at UCLA.
## UCLA Staff Workforce Profile - October 2020

### Personnel program by gender (Career Staff) - October 2020

<table>
<thead>
<tr>
<th>Category</th>
<th>Women</th>
<th>Men</th>
<th>Unknown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Management Group</td>
<td>42.9%</td>
<td>50.0%</td>
<td></td>
</tr>
<tr>
<td>MSP - Managers</td>
<td>55.1%</td>
<td>34.8%</td>
<td></td>
</tr>
<tr>
<td>MSP - Senior Professionals</td>
<td>42.9%</td>
<td>46.9%</td>
<td></td>
</tr>
<tr>
<td>PSS - Represented</td>
<td>60.5%</td>
<td>33.7%</td>
<td></td>
</tr>
<tr>
<td>PSS - Non-Represented</td>
<td>59.5%</td>
<td>32.1%</td>
<td></td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>58.9%</strong></td>
<td><strong>33.8%</strong></td>
<td><strong>Unknown</strong></td>
</tr>
</tbody>
</table>

### Personnel program by race/ethnicity (Career Staff) - October 2020

- **American Indian, Domestic**
- **American Indian, International**
- **Asian/Native Hawaiian, Domestic**
- **Asian/Native Hawaiian, International**
- **Black/African/African American, Domestic**
- **Black/African/African American, International**
- **Hispanic/Latino(a), Domestic**
- **Hispanic/Latino(a), International**
- **Two or More Races, Domestic**
- **Two or More Races, International**
- **Unknown, Domestic**
- **Unknown, International**
- **White, Domestic**
- **White, International**

Data Source Link: [https://www.universityofcalifornia.edu/infocenter/staff-workforce-profile](https://www.universityofcalifornia.edu/infocenter/staff-workforce-profile)
Establish accountability for managers and non-managerial staff by making this a required training.

Equip departments with the tools they need to address EDI concerns/needs and making progress in those areas.

Desired Outcomes

Shows institutional support for best practices in EDI.
Recommendation #2

360° Reviews for Managers and Supervisors

Require all managers and supervisors to complete an annual 360° review that includes an EDI component.
Recommendation #2

360° Reviews for Managers and Supervisors

Provide all employees with EDI definitions and best practices to advance EDI efforts in their department.

Support employee EDI goals.

Complete annual 360° reviews for all managers and supervisors.

Include EDI component in review.

All reviews would go to Central HR before feedback is shared with managers.

Reviews inform managers and supervisors in developing inclusive hiring and retention practices and other EDI goals.

HR provides tools and curriculum to inform goals and empowers all staff to address EDI issues.

Provide all employees with EDI definitions and best practices to advance EDI efforts in their department.

Support employee EDI goals.
360° Reviews - Desired Outcomes

**Campus-Wide Desired Outcomes**
- Creates an intentional space for employees to assess their EDI efforts
- Identifying campus-wide definitions of EDI and opportunities for implementation

**Localized/Team Desired Outcomes**
- Creates accountability for managerial staff/faculty
- Encourages dialogue between managers and staff to support EDI efforts
- Employs existing 360° resources offered by CHR Org. Development.
Recommendation #3

Inclusive Culture Change

Include non-managerial staff early and often to collaborate in key decision-making processes of departments and teams

Hiring | Budget | Strategic Planning | Change Management
Recommendation #3

Inclusive Culture Change

**Representation**
Add a staff component to the faculty and leadership hiring process.

**Accountability**
Include appropriate staff members in all committees to create accountability for faculty who manage staff.
Recommendation #3

Management & Senior Leader Perspectives

UCLA Staff Assembly

2020-2021 Diversity & Inclusion Task Force
Inclusive Culture Change Interviews
Desired Outcomes

Cultivates a sense of community, belonging and enthusiasm around the UCLA staff experience

Cultivate a culture of respect for the knowledge, experience and expertise of staff members at all levels
Recommendations in Action

EDI Curriculum for Managers & Staff

360° Reviews with EDI Component

HR works with low-scoring Managers

Managers develop EDI goals w/staff

Include staff in hiring and major committees

Include non-managerial staff in decision making

Start Here
Summary of Recommendations

1. EDI training curriculum for managers, supervisors and professional support staff.

2. 360° Reviews with an EDI component for all managers + supervisors.

3. Including non-managerial staff on committees and in decision-making processes.
Thank You!
1. UCLA provides all employees with EDI definitions, best practices and training to advance EDI efforts campus-wide.

2. Annual 360 review of managers with EDI component that goes directly to Campus HR.

3. HR provides additional tools and trainings to managers who receive low ratings to help them improve.

4. Managers develop and share personal EDI goals with their teams. Managers support personal EDI goals for employees where applicable.