



UNIVERSITY OF CALIFORNIA

Overview of Outreach & Recruitment,
Training & Development, and
Valuing Diversity Programs for Staff Employees



*Office of the President
Human Resources & Benefits
November 2001*

University of California Nondiscrimination and Affirmative Action Policy Statement

The University of California prohibits discrimination against or harassment of any person employed by or seeking employment with the University on the basis of 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 (special disabled veteran, Vietnam era veteran, or any other veteran who served on active duty during a war or in a campaign or expedition for which a campaign badge has been authorized).

The University of California is an affirmative action/equal opportunity employer. The University undertakes affirmative action to assure equal employment opportunity for minorities and women, for persons with disabilities, and for special disabled veterans, Vietnam era veterans, and any other veterans who served on active duty during a war or in a campaign or expedition for which a campaign badge has been authorized.

University policy is intended to be consistent with the provisions of applicable State and Federal laws.

Inquiries regarding the University's equal employment opportunity policies may be directed to:

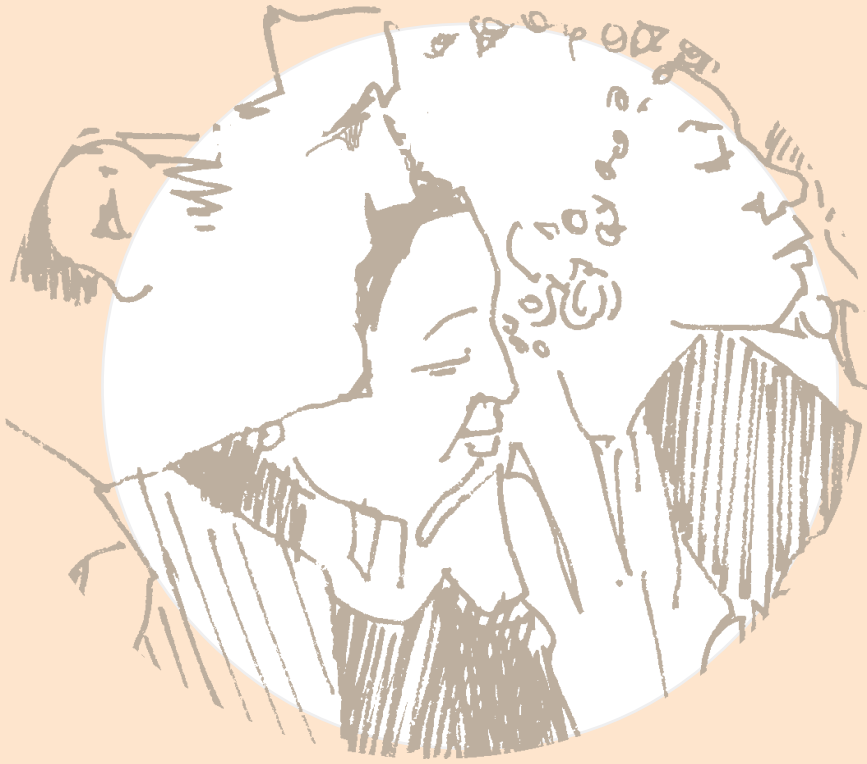
Staff and Management: Mattie L. Williams
 Director–Employee Relations & EEO/AA/Diversity
 (510) 987-0865
 E-mail: Mattie.Williams@ucop.edu

Academic: Sheila O'Rourke
 Executive Director–Academic Advancement & Special Assistant to the Provost
 (510) 987-9499
 E-mail: Sheila.ORourke@ucop.edu

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A publication of University of California Human Resources and Benefits, sponsored by
Mattie L. Williams, Director–Employee Relations and EEO/AA/Diversity. Please direct
questions or comments about this publication to Mona Litrownik (Mona.Litrownik@ucop.edu).

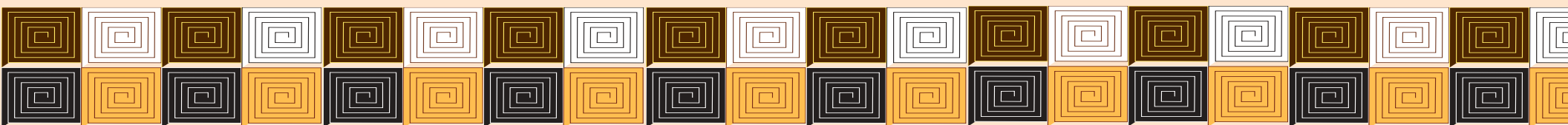


The University of California is committed to equal employment opportunity and affirmative action, and to fostering a diverse workforce in support of its teaching, research and public service missions. Further, the University is dedicated to meeting its equal employment opportunity and affirmative action obligations as a federal government contractor.

Numerous activities have been developed throughout the University system that tangibly demonstrate UC's efforts in support of EEO/AA

via outreach and recruitment, training and development, and valuing diversity programs. Individual University locations have implemented specific activities to respond to local needs, while a number of programs have been initiated to provide coordinated activities on a Universitywide basis.

Following is an overview of the University's various outreach and recruitment, training and development, and valuing diversity activities for staff employees.



Outreach and Recruitment

The University's outreach and recruitment personnel perform a significant function, as outreach is the most important method of demonstrating good faith efforts in compliance with federal equal employment opportunity and affirmative action requirements. Outreach and recruitment are comprised of a variety of key components which contribute to effective efforts to broaden and diversify pools of qualified applicants for University positions. UC efforts include advertising, community outreach, networking, partnerships, strategic planning, and outreach and recruitment training:

- **Advertising.** In addition to routine advertising of current job openings in daily newspapers, trade publications, and professional journals, and regular mailings of job bulletins to community organizations and local agencies, job openings are posted on University websites and external websites, including targeted websites such as the Minority Job Bank, Black Collegian Online, and Saludos Web.
- **Community Outreach.** Community outreach has established UC's presence in the local community, seeking to build an image for the University as an employer of choice, and activities range from UC participation in and sponsorship of job fairs, to presentation of workshops on employment opportunities, applying for positions at the University, resume writing, and developing applicants' interview skills.
- **Networking.** Networking involves active membership in and participation by UC employment personnel in community and professional organizations, employee groups such as the Staff Assembly and the Black Staff and Faculty Organization, and other organizations which promote employment, development, and retention of minorities, women, individuals with

disabilities, and veterans, as well as encouragement of employees to refer applicants for University jobs.

- **Partnerships.** Another method of establishing UC's presence as an attractive employer is forging partnerships with local, state, and national organizations, such as the UC Office of the President partnership with the Greenlining Institute, a coalition of community-based organizations, in order to develop strategies to enhance the diversity of UC's applicant pools; and the Outreach Partners Program which identifies diverse job candidates from career fairs and referrals from external agencies or organizations who meet campus needs, and provides them with informational interviews and assistance in applying for UC positions, with University employees serving as outreach partners.
- **Strategic Planning.** Efforts involving strategic planning include: participation by University locations in the UC Employment Outreach Consortia, a group of outreach recruiters who develop and implement outreach and recruitment strategies; development of a marketing strategy to inform the local community of employment opportunities and benefits of employment at UC; and formulation of recruitment plans with departments for outreach to underutilized groups.
- **Outreach and Recruitment Training.** A critical element of outreach and recruitment is training UC managers on outreach for diverse applicant pools. Staff employment personnel work closely with hiring managers to expand their outreach efforts, which integrally involves managers in the outreach process.

Training and Development

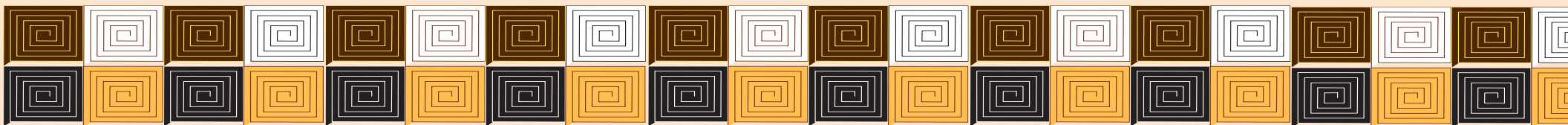
An essential component in promoting equal employment opportunity and supporting individuals recruited into the UC workforce is employee training and development. Retention of qualified and diverse staff is an important priority, and recognizing and rewarding the talents of employees is a critical component of retention. In an effort to retain current talent, UC provides opportunities for employees to enhance their skills and obtain new skills, advance in their careers, and attain their career goals. Inreach to fill job openings with incumbent staff provides opportunities for career mobility and staff development.

The following well-established Universitywide programs exemplify UC's commitment to retaining, developing, and advancing staff employees:

- **The Universitywide Staff Development Program** provides funds to campuses for management fellowships, internships, pilot training and development programs, skills development programs, career assessment/planning/development, diversity education, and other campus-based initiatives.

- **The Business Officer Institute** trains UC business officers and management services officers in core competencies related to general management, human resources, financial resources, and other University business functions.
- **The Management Skills Assessment Program** assesses the strengths and areas for improvement of employees who are interested in becoming more competitive for higher level positions.

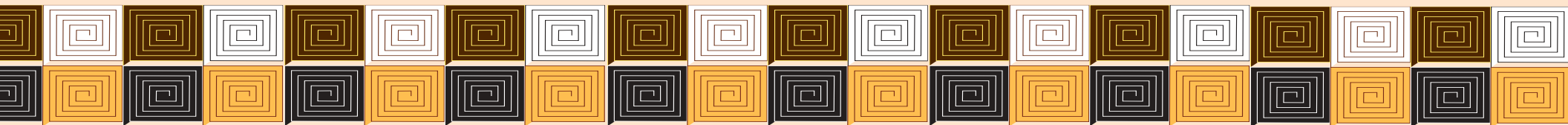
At the local level, campus programs provide a wide array of training and development opportunities. Popular types of training include career assessment, development, and planning; internships providing on-the-job experience; fellowships with high-level managers; apprenticeships; management development in preparation for higher-level positions; core competency training to improve effectiveness in an employee's current position; supervisory training; workshops on issues such as conflict management; and information technology and computer skills classes. A newly instituted program at one campus is computer-based training for University officials who have responsibility for handling sexual harassment issues.



Valuing Diversity

As affirmative outreach efforts and California's changing demographics bring more protected groups such as minorities, women, individuals with disabilities, veterans, and other demographic groups into the University workforce, UC's increasing diversity makes it imperative that the issue of valuing diversity be addressed, and the activities being promoted at the University evidence UC's dedicated efforts towards ensuring that valuing diversity plays a key role in its human resources philosophy. Campus programs include:

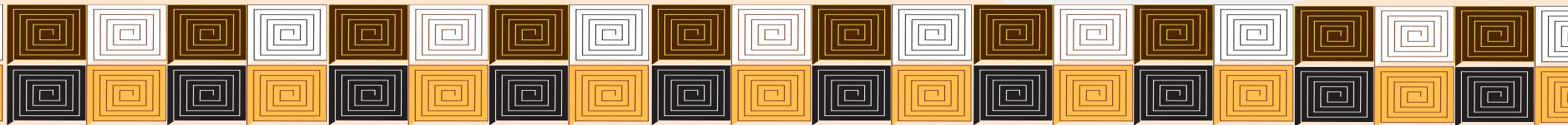
- Training in affirmative action and nondiscrimination requirements; diversity awareness and education; managing diversity; achieving excellence through diversity; and for managers with hiring authority, how to recruit, interview, and select a diverse workforce.
- Training to create organizational change and a new diversity model to assist administrators, managers, and supervisors in shifting from reactive problem resolution to a pro-active, cooperative, and positive approach.
- Training concerning discrimination and sexual harassment.
- Creating and distributing publications on discrimination, diversity, ombudsperson services, mediation, and other campus services.

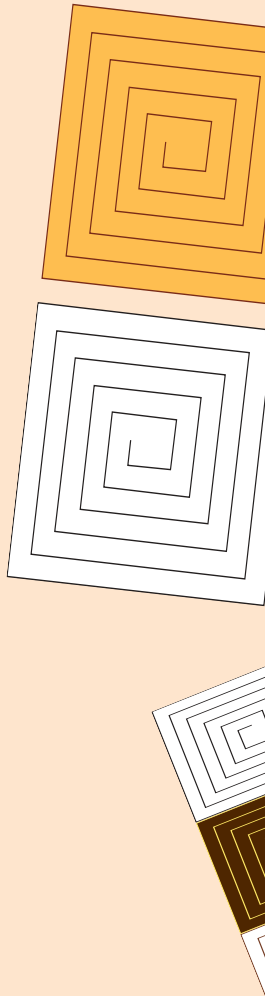


Other Activities

Additional efforts and activities have been implemented by various campuses to promote a University community that is welcoming and supportive of all members, such as Chancellor's committees which identify problems relating to the status of women, inform and educate the campus communities about issues that affect the status of women, and recommend and advise regarding policies and procedures to improve these conditions; and staff associations which address issues and promote activities for the advancement of minorities and women, individuals with disabilities, and other interest groups. At one campus, a mediation program was established that provides an informal method to resolve conflicts in a fair, confidential, and mutually agreeable way. At another campus, a "diversity council" was convened that advises the Chancellor on the appropriate goals to which the campus should aspire to create a diverse campus community and assesses progress toward achieving those goals.

Every year, new initiatives are developed in outreach and recruitment and in training and development that complement or replace existing programs in order to better accommodate the evolving needs of the University and its employees. Whether the programs are campus-based and -supported or Universitywide, they are all intended to ensure that UC attracts, maintains, and nurtures a well-trained and diverse staff employee population.





Website address: www.ucop.edu/bencom
www.ucop.edu/humres



University of California
Human Resources and Benefits
300 Lakeside Drive, 5th Floor
Oakland, California 94612-3557

