

Berkeley People & Culture

DEIB Impact Report 2023

A healthy campus climate will foster equity of experience and ensure that staff, students, and faculty of all backgrounds feel safe, welcome, and included.
- UC Berkeley Strategic Plan (2018)

We embrace open and equitable access to opportunities for learning and development as our obligation and goal.
- UC Berkeley Principles of Community

The Office of DEIB is rooted in the following principles:

Mission - To transform workplace culture by disrupting internalized and institutionalized biases, developing critical leaders, and assessing progress towards this goal.

Vision - Become a model workplace, free from historical inequities, where employees from all communities are valued and succeed.

Values - Social justice, mindful collaboration, continuous improvement, and employee agency.



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Executive Summary

The Office of Diversity, Equity, Inclusion, and Belonging (DEIB), established in July 2020 within the department of People & Culture, engages the campus community in transforming their consciousness, cultivating skills, and providing resources in support of both UC Berkeley’s strategic plan, which states that “[a] healthy campus climate will foster equity of experience and ensure that staff, students, and faculty of all backgrounds feel safe, welcome, and included” as well as the Principles of Community. This report provides insight into the kinds of experiences our staff have and what we are doing in the DEIB Office, the first of its kind within the University of California system and in the country among R-1 institutions,¹ to ensure that all employees, regardless of background, have the best experience possible.

At UC Berkeley, we include our employee engagement initiatives as part of our DEIB efforts because we understand that having a diverse, inclusive workplace is a prerequisite to having an engaged workforce. We support UC Berkeley through various programs and offerings that include:

- ❖ Data collection to provide detailed analysis and reporting on the trends and issues related to how staff experience UC Berkeley and whether or not that experience is equitable.
- ❖ Data analysis and reporting on campus demographic trends with respect to hiring, employee mobility, compensation, and performance management.
- ❖ Providing financial and human resources to staff organizations.
- ❖ Support for campus units’ employee engagement and DEIB efforts, including needs assessments, individual consultations, and customized programming.
- ❖ Cohorted professional learning experiences for staff, such as the Berkeley Equity Training Series and the Inclusive Leadership Academy, that broaden and deepen the campus’ collective understanding of communities represented at UC Berkeley.
- ❖ Partnerships with faculty to conduct novel research and develop new tools to improve the workplace, especially as it relates to the experience for historically marginalized groups.

¹ In 2007, the Division of Equity and Inclusion was founded at Berkeley to support the campus in achieving its diversity, equity, and inclusion goals, with a particular focus on students and faculty.

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- ❖ Regularly occurring open access programming for all Berkeley staff, such as [New Employee Orientations](#), [Staff Appreciation Weeks](#), and the [Critical Voices Series](#), that include community building, networking, and educational opportunities that address issues salient to Berkeley staff.

Portfolio Highlights for Fiscal Year 2023:

- ❖ Created the Workplace Experience Index to measure employee experience using data from the bi-annual State of the Workplace Surveys.
- ❖ Launched the Executive Sponsorship Program for our identity-based staff organizations.
- ❖ Initiated, in partnership with Professor Jason Okonofua of the Department of Psychology (Equity, Diversity, and Empathy Navigation Sciences (EDENS)), a research project to study whether overriding bias using an empathetic mindset works in the professional setting as it does in K-12 education, with the goal of developing novel empathetic mindset tools for leaders.
- ❖ Piloted the [Berkeley Career Opportunities and Resources for Equity \(BCORE\)](#) Program geared to support career development and advancement for staff of color.
- ❖ Developed the [Grow Your DEIB Toolkit](#), a curated collection of resources at Berkeley including toolkits and guides, and training opportunities.
- ❖ Established the Climate Council, in partnership with the Office of Faculty Equity and Welfare, to implement a coordinated approach to climate challenges across campus.
- ❖ Partnered with the Center for Equity, Gender, and Leadership at Berkeley Haas to create an Inclusive Leadership Academy for managers seeking a comprehensive professional learning engagement focused on cultivating an inclusive and welcoming work environment.
- ❖ Collaborated with Summer Sessions, Study Abroad, and Lifelong Learning and Extension (SSSALLEX) to host a Berkeley Equity Training Series program exclusively for SSSALLEX for 179 staff employees.

Our data demonstrates that we have succeeded in our Diversity, Equity, Inclusion, and Belonging (DEIB) mission as exemplified by:

- ❖ *High Engagement*: Over 5,000 staff engaged with our programs in the 2023 fiscal year to date.
- ❖ *High Quality*: Our consultation and programmatic offerings routinely receive high praise from participants. For example, 92% of respondents

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from the Berkeley Equity Training Series rated the program as “*Excellent*” and 97% of the participants in the Berkeley Career Opportunities and Resources for Equity (BCORE) Program agreed or strongly agreed with the statement, “*I will use tools and resources from BCORE to pursue my career aspirations.*”

Reflecting on the work and quantifiable impact of the past year and continuing to be grounded in the strategic plan and Principles of Community, we look forward to continuous improvement of our practices, building relationships with campus leaders who can utilize DEIB programs and services to support their department, and offering high quality opportunities for engagement, training, and learning and development at the University of California, Berkeley.

Eugene Whitlock
Chief People & Culture Officer

Lasana Hotep
Director of DEIB

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The Workplace Experience for Staff at UC Berkeley

What is it like to work at UC Berkeley? Is it Equitable?

Informed by the strategic plan and the Principles of Community, the DEIB Office (and People & Culture more broadly) is charged with improving the workplace experience for staff and ensuring that it is equitable. Using the responses from the State of the Workplace survey, as supplemented by the Systemwide Employee Engagement Survey in 2021 and other data gathered in People & Culture, we are able to state that, in the aggregate, our employees have a positive experience working at UC Berkeley and, for the most part, that experience is equitable.

Using the still-in-development Workplace Experience Index, further discussed below, we can see that our employees are between neutral and agree (a 3.78 on a Likert scale ranging from strongly disagree to strongly agree) on whether or not they have a positive experience in the workplace (based on aggregating their responses to the survey questions). Ideally, this score would be above 4.0 and indicate that the average employee agrees that they have a positive experience working at UC Berkeley. Based on the disaggregated data from our historically marginalized and/or underrepresented staff members, UC Berkeley achieves an equity score of 98.3% (100% would indicate that all groups, regardless of demographic, indicate that they have the same experience of UC Berkeley). Of course, when the data is disaggregated, we find that the experiences of some demographics are better than others and observe that the members of our communities with disabilities consistently have the least favorable experiences.

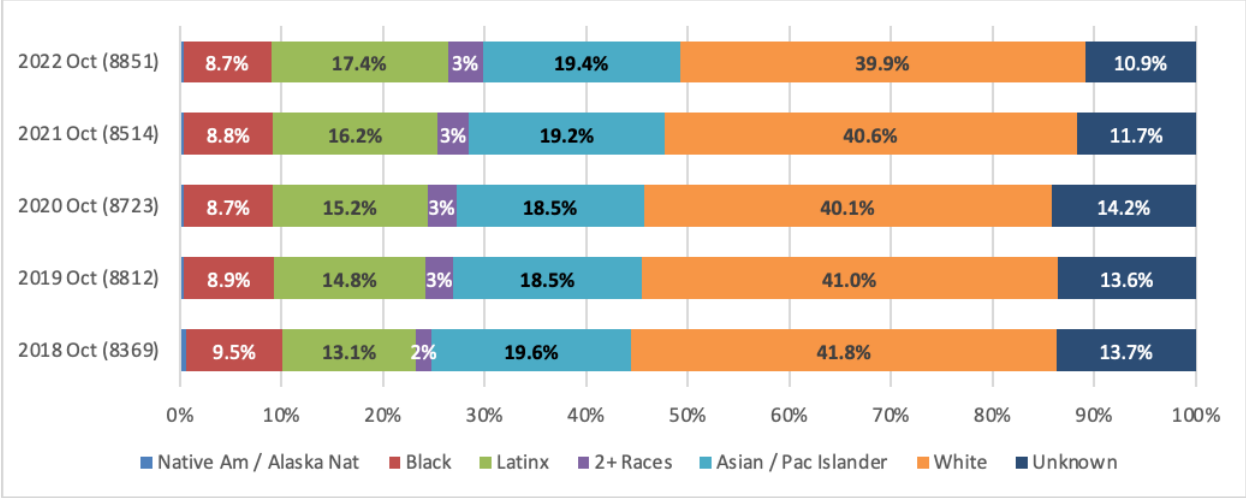
Workforce Analysis

Who works at UC Berkeley?

Through the efforts of the DEIB team, we have developed a detailed analysis of the UC Berkeley staff workforce. As seen in Table 1 below, over the past 5 years, the demographic composition of our workforce has experienced increasing representation of people of color and broadly reflects the labor market in the Bay Area.

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Table 1: UC Berkeley Staff – Race/Ethnicity – 2018–2022



Data source: Cal Answers/HR Census

Who are the Managers and Supervisors at UC Berkeley today?

Although the overall workforce reflects the diversity of the Bay Area, our historically marginalized and/or underrepresented populations are not equitably represented among our managers and supervisors. Using our workforce data, we are able to create a Manager Parity Index (MPI), which is the ratio of Managers (including Executives) to Professional Employees, and a Supervisory Parity Index (SPI), which is the ratio of Supervisors to Operational/Technical Employees, to benchmark ourselves against other organizations. A ratio of 1.0 would reflect parity, whereas a score below 1.0 reflects underrepresentation of a particular demographic.

As shown in table two and table three below, our white employees (1.26 MPI, 1.60 SPI) and male employees (1.22 MPI, 1.02 SPI) represent a much higher percentage of our managers and supervisors in comparison to their representation of the professional, operational, and technical roles that “feed” into those leadership positions. In contrast, our Asian/Pacific Islander employees (0.59 MPI, 0.70 SPI) represent a much lower percentage of our managers and supervisors. Although this data is consistent with the largest private companies in the Bay Area², it is a cause for deep concern as we are not fulfilling the promises of our strategic plan and Principles of Community.

² Ascend Foundation Report, “Barely A Crack in the Asian Glass Ceiling”, May 2022 <https://www.ascendleadershipfoundation.org/research/barely-a-crack-in-the-asian-glass-ceiling>

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Table 2: Manager Parity Index and Supervisor Parity Index - Gender Identity - October 2022

Gender Identity	% of Mgr /Exec	% of Prof	MPI	Gender Identity	% of Spvsr	% of Op /Tech	SPI
Female	52.1%	57.8%	0.90	Female	46.4%	45.5%	1.02
Male	40.9%	33.6%	1.22	Male	45.5%	44.0%	1.03
Transgender/Nonbinary	0.9%	1.7%	0.53	Transgender/Nonbinary	1.4%	2.0%	0.73
Unknown	6.0%	6.9%	0.88	Unknown	6.6%	8.5%	0.78
	100.0%	100.0%			100.0%	100.0%	

Data source: Cal Answers/HR Census

Table 3: Manager Parity Index and Supervisor Parity Index - Ethnicity - October 2022

Race/Ethnicity	% of Mgr /Exec	% of Prof	MPI	Race/Ethnicity	% of Spvsr	% of Op /Tech	SPI
African American / Black	11.0%	6.9%	1.61	African American / Black	13.5%	11.2%	1.21
Asian or Pacific Islander	11.7%	20.0%	0.59	Asian or Pacific Islander	14.4%	20.6%	0.70
Hispanic	12.6%	14.5%	0.87	Hispanic	20.2%	24.0%	0.84
Native American / Alaska Native	0.2%	0.3%	0.60	Native American / Alaska Native	1.2%	0.4%	2.98
Two or More Races	1.6%	3.6%	0.44	Two or More Races	4.3%	3.5%	1.24
Unknown	5.5%	9.5%	0.58	Unknown	6.6%	15.5%	0.43
White	57.3%	45.3%	1.26	White	39.8%	24.8%	1.60
	100.0%	100.0%			100.0%	100.0%	

Data source: Cal Answers/HR Census

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Table 4: Manager Parity Index and Supervisor Parity Index by Race/Ethnicity and Gender Identity - October 2022

Race/Ethnicity	% of Mgr /Exec	% of Prof	MPI	Race/Ethnicity	% of Spvsr /Tech	% of Op	SPI
African American /Black_Female/Transgender/Nonbinary	6.6%	5.3%	1.23	African American /Black_Female/Transgender/Nonbinary	6.5%	6.6%	1.00
African American /Black_Male	5.6%	2.3%	2.43	African American /Black_Male	8.2%	6.5%	1.25
Asian or Pacific Islander_Female/Transgender/Nonbinary	7.2%	14.7%	0.49	Asian or Pacific Islander_Female/Transgender/Nonbinary	9.5%	15.1%	0.63
Asian or Pacific Islander_Male	4.8%	7.6%	0.63	Asian or Pacific Islander_Male	5.9%	9.8%	0.60
Hispanic_Female/Transgender/Nonbinary	8.4%	10.5%	0.79	Hispanic_Female/Transgender/Nonbinary	11.8%	15.1%	0.78
Hispanic_Male	4.8%	5.6%	0.85	Hispanic_Male	10.5%	13.7%	0.76
Native American /Alaska Native_Female/Transgender/Nonbinary	0.2%	0.3%	0.76	Native American /Alaska Native_Female/Transgender/Nonbinary	0.3%	0.2%	1.69
Native American /Alaska Native_Male	0.0%	0.1%	0.00	Native American /Alaska Native_Male	1.0%	0.2%	4.06
Two or More Races_Female/Transgender/Nonbinary	1.4%	2.7%	0.52	Two or More Races_Female/Transgender/Nonbinary	3.3%	2.7%	1.23
Two or More Races_Male	0.4%	1.4%	0.28	Two or More Races_Male	1.0%	1.4%	0.68
White_Female/Transgender/Nonbinary	33.1%	30.6%	1.08	White_Female/Transgender/Nonbinary	20.6%	13.2%	1.56
White_Male	27.7%	18.9%	1.47	White_Male	21.6%	15.4%	1.40
	100%	100%			100%	100%	

Data source: Cal Answers/HR Census

How far have we come in the past 5 years?

As shown in table five and table six below, with the exception of African American/Black representation which has nearly doubled for reasons to be examined more in depth, the demographic composition of our managerial and supervisory ranks has remained relatively unchanged for the past 5 years, even though the demographics of our workforce and labor market have changed. The historical data is significant because it demonstrates that there is a more than adequate “pipeline” of historically marginalized and/or unrepresented employees available to move into manager and supervisor roles. This data for Asian/Pacific Island employees is especially perplexing because they tend to be rated as high or higher than the campus averages, calling further into question why they are not advancing in the managerial/supervisory ranks.

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Table Five: Manager Parity Index – 2018–2022

Gender Identity	2018	2019	2020	2021	2022
Female	0.87	0.88	0.89	0.89	0.90
Male	1.22	1.22	1.25	1.22	1.22
Transgender/Gender Nonbinary		0.00	0.39	0.52	0.53
Unknown		0.00	0.85	0.94	0.88
Race/Ethnicity	2018	2019	2020	2021	2022
African American / Black	0.89	0.97	1.31	1.42	1.61
Asian or Pacific Islander	0.66	0.61	0.60	0.58	0.59
Hispanic	0.71	0.86	0.97	0.99	0.87
Native American / Alaska Native	0.76	1.19	1.08	1.04	0.60
Two or More Races	0.22	0.50	0.49	0.47	0.44
Unknown	0.47	0.48	0.51	0.61	0.58
White	1.41	1.37	1.31	1.25	1.26

Data source: Cal Answers/HR Census

Table Six: Supervisor Parity Index - 2018 -2022

Gender Identity	2018	2019	2020	2021	2022
Female	1.12	1.07	1.11	1.11	1.02
Male	0.89	0.93	0.95	0.96	1.03
Transgender/Gender Nonbinary		0.96	1.62	0.42	0.73
Unknown		0.70	0.72	0.73	0.78
Race/Ethnicity	2018	2019	2020	2021	2022
African American / Black	1.10	1.10	0.97	1.08	1.21
Asian or Pacific Islander	0.75	0.72	0.72	0.70	0.70
Hispanic	0.78	0.94	0.80	0.84	0.84
Native American / Alaska Native	1.59	1.92	1.95	1.18	2.98
Two or More Races	0.70	1.14	1.22	1.24	1.24
Unknown	0.45	0.33	0.45	0.40	0.43
White	1.66	1.63	1.76	1.70	1.60

Data source: Cal Answers/HR Census

Who is applying for and getting jobs at UC Berkeley?

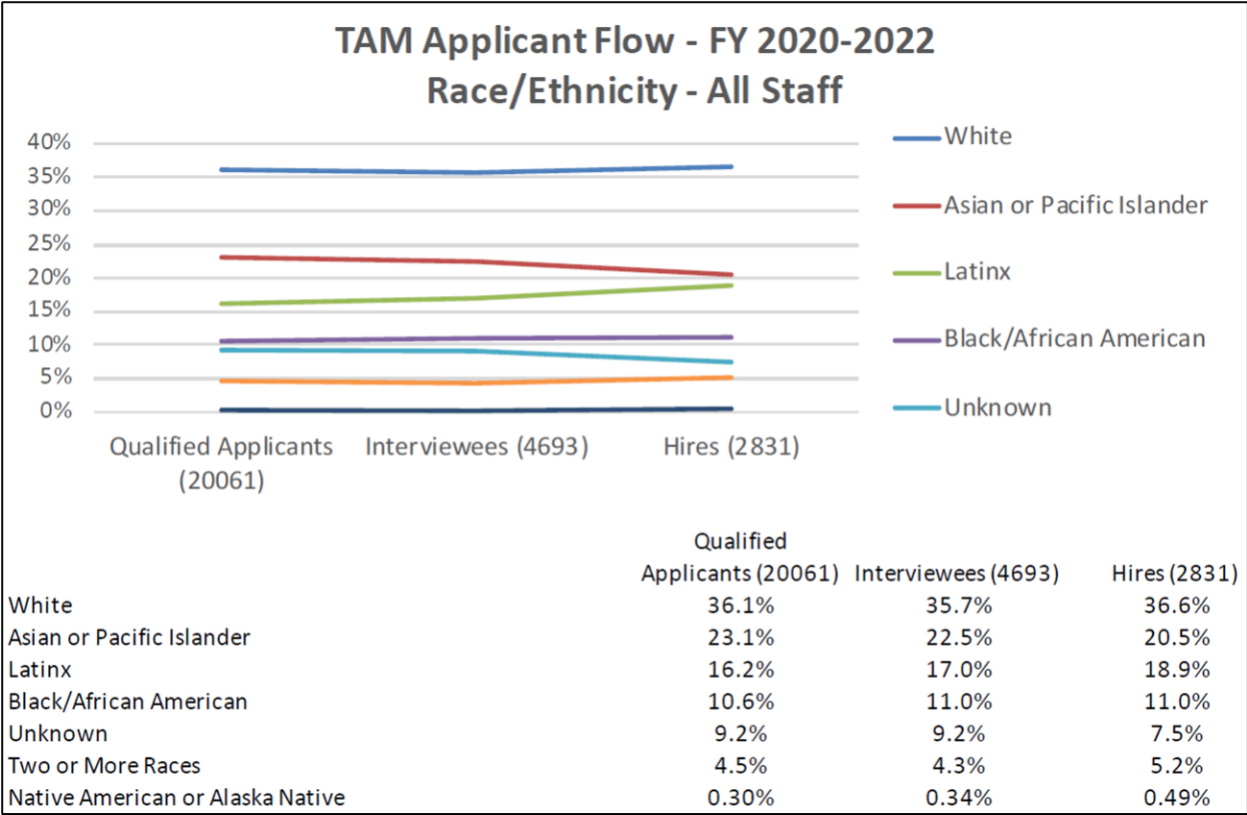
Our Applicant Flow Data³, which tracks the demographic composition of our qualified applicant pools, interview pools, and hires, shows that our processes are equitable *in the aggregate*. For example, as shown in table seven, the percentages of each race/ethnicity demographic in qualified applicant pools, among interviewees and hires are roughly the same. However, once the data is

³ The integrity of this data relies on self-reported demographic information and documentation of interviews and of application reviews in Berkeley’s applicant tracking system, Talent Acquisition Manager (TAM).

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disaggregated, it reveals certain inequities in hiring that merit further inquiry. For example, as shown below in table eight, although Asian or Pacific Islander applicants compose 18.6% of the qualified applicants for our managerial positions, they represent only 14.9% of the hires. Similarly, whereas LatinX applicants represent 11.7% of the qualified applicant pool, they represent only 8.9% of the hires. In contrast, white applicants represent only 44.5% of the qualified applicants but 53.5% of the hires. This mimics our workforce: although white employees are only 45.3% of our professionals, they are 57.3% of our managers. This data does not include reclassifications or positions filled via the recruitment waiver process. However, our data on reclassifications shows that the process is equitable. The complete Applicant Flow Data set can be obtained from People & Culture.

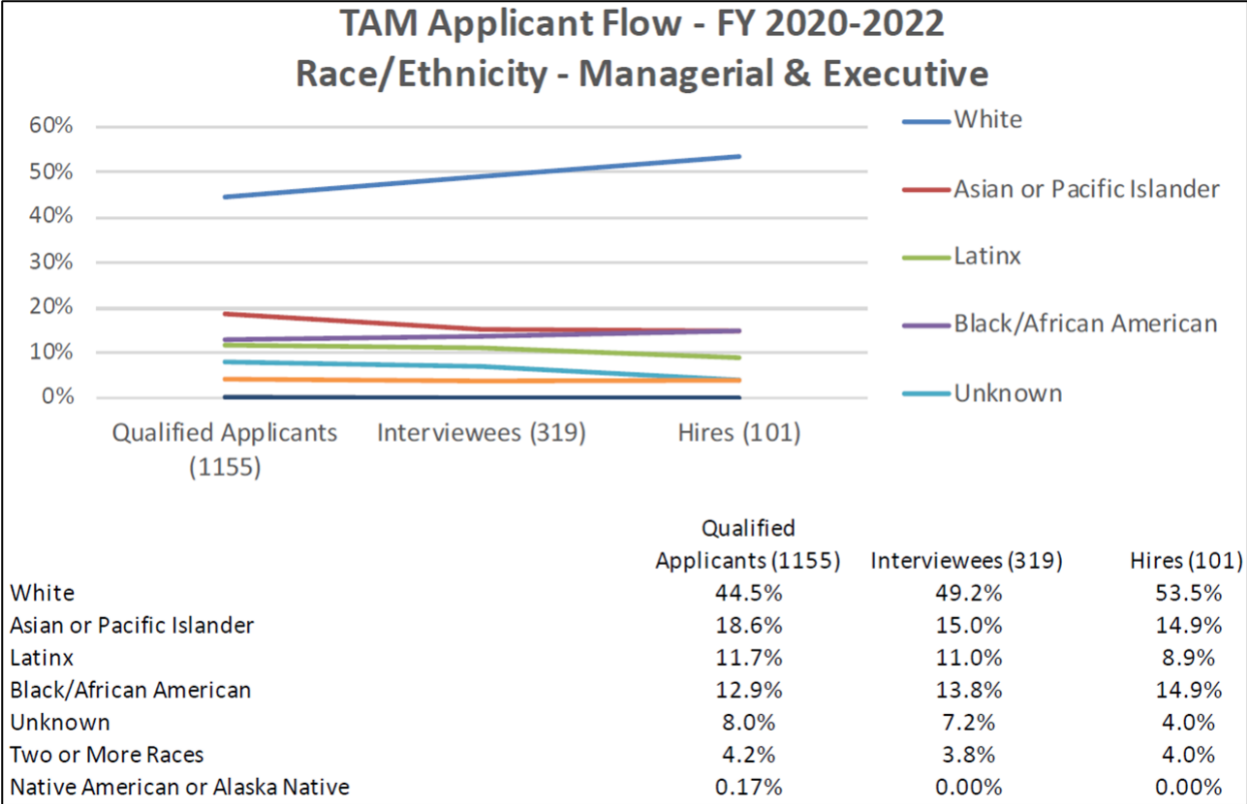
Table Seven: TAM Applicant Flow - All Staff Race/Ethnicity- 2020-2022



Data source: Talent Acquisition Manager

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Table Eight: TAM Applicant Flow - Race/Ethnicity - Managerial & Executive 2022-2022



Data source: Talent Acquisition Manager

What are we doing to address our workforce concerns?

As Russell Reynolds, a leading search and leadership consultancy, concluded when analyzing similar phenomena in the Fortune 500, “The lack of equity at the top isn’t due to a pipeline problem. The US workforce is diverse. Yet a lack of equity in assessing, developing, and promoting talent is undermining representation at the C-suite level.”⁴ Russell Reynolds made several recommendations, listed below, to address what they refer to as “imbalances” in the workforce. We have included our work that corresponds to (and largely predates) these recommendations. As detailed later in this Report, the DEIB Office has a broad and deep set of solutions to support the achievement of the goals and values reflected in UC Berkeley’s strategic plan and Principles of Community.

⁴ Russell Reynolds, “How to Fix the C-Suite Diversity Problem”, January 11, 2023 (website link too large).

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Table Nine: Recommendations for Addressing Workforce Concerns

Recommendation	UC Berkeley Practices
<p>Build a forensic understanding of your internal pipeline. By tracking demographics such as gender, race, and ethnicity, HR can work with senior leaders to spot and address diversity gaps in leadership pipelines before they become entrenched.</p>	<p>People & Culture has undertaken this work and will continue to provide actionable information to the University. Further detail about available data is contained in this Report.</p>
<p>Assess potential, not just experience. While assessing potential is key to overcoming the established imbalance in experience, it is also essential to finding the best leads for our dynamic world. As priorities and requirements are always evolving, you need leaders with the potential to find novel solutions, rather than the ability to use what has worked in the past.</p>	<p>In 2020-2021, People & Culture began requiring all managers to be trained with essential Management Skills (BPM Part 1) as well as specialized training for hiring managers. We have also begun to emphasize hiring people based on skills (including transferable skills), rather than just experience. While it is not necessarily possible to determine the impact of these efforts, it is an integral part of our overall training and performance management (Achieve Together) programs. Although performance review data also shows inequities, it has improved significantly since the implementation of Achieve Together in July 2020. More work needs to be done to move the needle on talent assessment in both performance management and the hiring process.</p>
<p>Supercharge development for emerging leaders. After identifying high-potential leaders, it's important to develop them in the right way. HR and L&D teams should create development programs that focus on building business exposure and experience. Marrying early assessment of potential with business-focused development can</p>	<p>People & Culture offers several leadership development programs to support emerging leaders, including the recently created Berkeley Career Opportunities and Resources for Equity Program.</p>

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<p>help level the playing field for underrepresented groups who currently don't get exposure to the experiences that grant entry to the C-suite and, often, the board.</p>	
<p>Be intentional about C-Suite sponsorship programs.</p> <p>Despite sponsors playing a big part in supporting the career advancement of underrepresented talent, sponsorship isn't happening at the rate it should. Setting more formal expectations for C-suite sponsors and an intentional pairing process will help. Education and training for sponsors can help them connect deeply with those who don't share their background by showing them how to practice courage, vulnerability, and curiosity. And the benefits of inclusive sponsorship go beyond the underrepresented leaders. The sponsors also gain personally and professionally by showing their commitment to investing in their organization's future leaders.</p>	<p>With the creation of the Executive Sponsorship Program for our identity-based staff organizations, we have just begun to address this gap.</p> <p>In addition, the Achieve Together performance management program brings together managers and employees together for regular coaching conversations. Building these relationships is a critical component of our efforts to increase mentorship/sponsorship.</p>
<p>Double Down on Overcoming Unconscious Bias.</p> <p>Don't ignore bias in talent processes. Unconscious bias training in recruitment has become common, and succession planning needs to follow suit. Educating leaders on common biases in the talent</p>	<p>Although there is much debate about the effectiveness of unconscious bias training, People & Culture does require it for all managers and all participants on screening committees. People & Culture is also participating in two different research projects to develop new tools for addressing bias in the workplace.</p> <p>In addition, as mentioned above, the</p>

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identification and succession process, whilst equipping them with strategies to minimize the impact of bias, can help transform the composition of the pipeline and generate better parity across roles in the short- and long-term.

relationship building fostered by Achieve Together is an effective way to override bias.

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Department Portfolio

The unit's portfolio is comprised of four key focus areas, each led by a full-time professional staff employee:

- Developing Cultural and Racial Literacy
- Employee Engagement and Consulting
- Affirmative Action, Data Analysis, & Reporting
- DEI Training Development & Institutional Research

Developing Cultural and Racial Literacy

Katrina Pantig Naval, Learning and Development Strategist, creates and implements educational programs that are focused on developing cultural literacy and racial literacy for staff employees, consults on workplace climate-related issues, and facilitates workshops and training. The suite of learning and development opportunities aligns directly with the three main UC Core Competencies of “Achieving Results, Building Relationships, and Creating the Future.” Also known as the “core competency ABC’s” based on the UC Core Competency Model, the system’s integrated talent management strategy that lays out guidelines for employee behaviors.

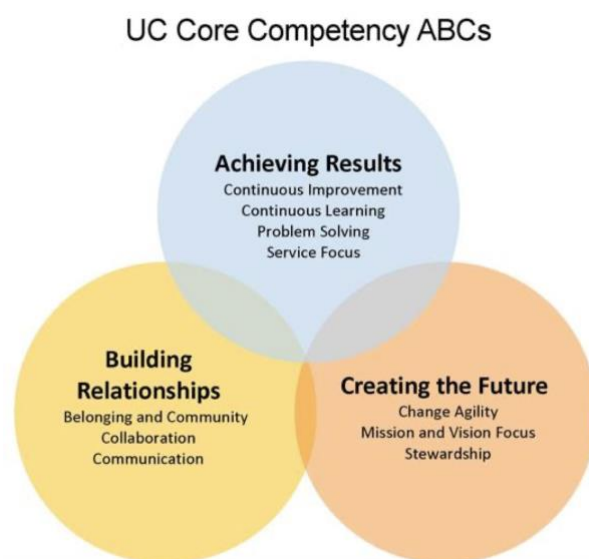


Image 2. UC Core Competency ABC's: Achieving Results, Building Relationships, and Creating the Future

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The *Berkeley Equity Training Series* is a seven-week sequence of workshops led by subject matter experts and equity practitioners. The experience equips staff members and managers at Cal to be more culturally fluent and racially literate. Research consistently shows that professional learning communities, including cohort-based models, are impactful because they encourage self-reflection, collaboration, and refining one's practices (Brooks 1998).

The *Berkeley Career Opportunities and Resources for Equity Program* supports staff in their career aspirations as a part of an overall strategy by the University to increase diversity in leadership as expressed in the public commitment to diversity, equity, and inclusion. BCORE is an eight-week experience consisting of a series of virtual, interactive workshops focused on different aspects of realizing career aspirations. Participants learn how to navigate the culture, structures, practices, and processes at the university that serve to perpetuate and sustain inequity that can be predicted by race. Managers, who are the direct supervisors of cohort members, engage the program by supporting their direct report, attending a leadership workshop, and being willing to be a resource to any participants within the cohort who are interested in applying for a position within their unit.

Critical Voices in Diversity, Equity, Inclusion, and Belonging is an annual panel discussion featuring national thought leaders on issues of identity and culture. The program helps frame key issues around race and equity issues, how they impact our community, and offers resources for how to advance racial equity and promote social justice at Berkeley.

Outside the Box Seminar Series is a two-part seminar intended for employees who are beyond an introductory level of engagement with DEIB issues and have DEIB within their portfolio. This is an immersive experience that provides a platform for prominent voices and perspectives on DEIB.

The *DEIB Assessment and Consultation Program* provides the broader university community to DEIB coaching, consulting, and workshop facilitation services through a protracted relationship with Bryant K Smith. Bryant is founder and CEO of Smith Consulting and Networking and has supported individuals, businesses, and educational institutions with recruiting, training, and retaining diverse communities. The structure of the program involves attending an initial consultation to determine the scope of work and the services that best fit the needs of the requesting unit or individual.

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Providing the broader University community with access to high-quality facilitated professional learning experiences in a structured and cohort environment helps create the conditions for increasing cultural literacy and racial literacy.

- “I loved hearing perspectives and experiences of colleagues across campus. The program has helped bring heightened awareness to issues of race and the complexities of how our identities show up in the workplace.” (Participant from Spring 2022 cohort of the Berkeley Equity Training Series)
- “I've always used narrative in our work (I think that's something broadly true of DEI) and it was so helpful to apply it to problem-solving and alignment. I think there's so much potential for how it can change folks' orientation to organizational change at Berkeley.” (Participant from Outside the Box- Race, Identity, & Culture: A Conversation with Jeff Chang)
- "Bryant Smith was excellent. He was so helpful to our organization. He's helped with our internal governance, public communications regarding DEIB, and in general improving all our systems and practices. He is so excellent, and I am recommending him to anyone on campus that inquires." (Client, from DEIB Assessment & Consultation Program)

Employee Engagement and Consulting

Shirley Giraldo, Employee Engagement Consultant, leads the *State of the Workplace Survey*, consults senior leaders on employee engagement strategy and staff organizations on organizational development. These efforts are informed by the *UC Berkeley Employee Engagement Model* which offers a framework for understanding the twelve (12) elements that have been identified as critical for employee motivation and commitment within the workplace.

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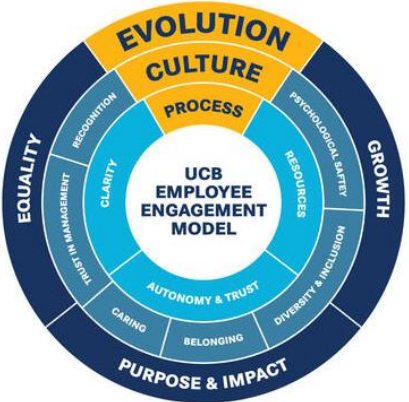


Image 3. UCB Employee Engagement Model

The State of the Workplace surveys are administered biannually to provide baseline information regarding factors affecting employee experience, retention, and performance. Currently, DEIB is developing a State of the Workplace Index to provide a “snapshot”, at the campus level and division level, scored on the State of the Workplace survey to identify the quality of experiences employees are having (i.e. “How good is it?”) and whether or not it is equitable.

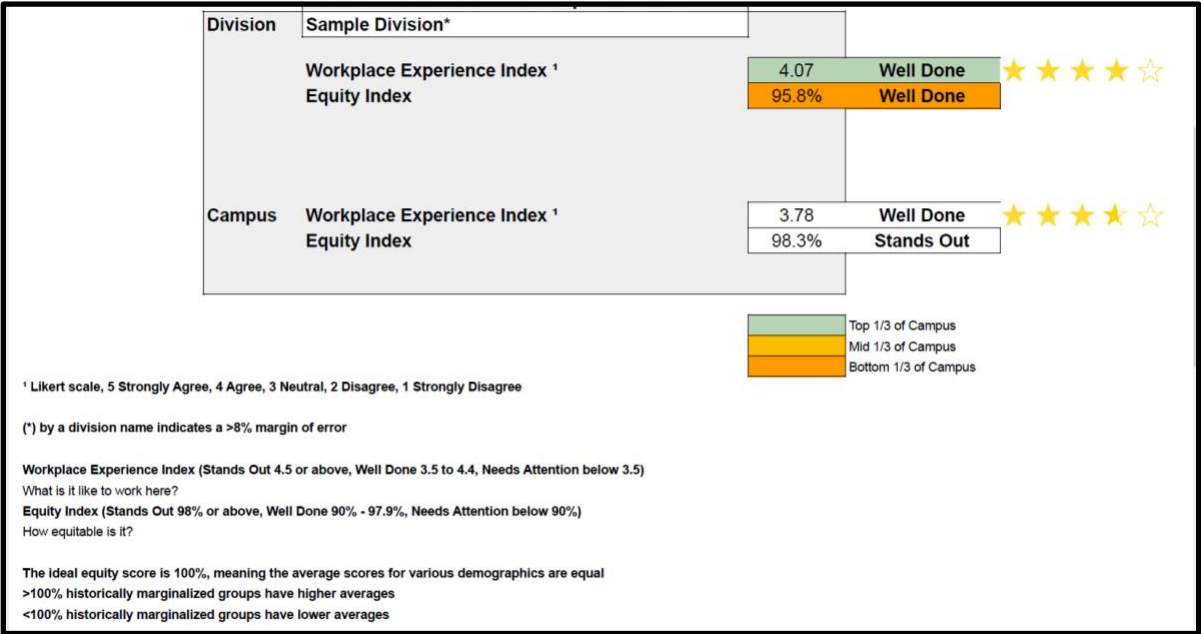


Image 4. State of the Workplace Index Concept Draft

The Manager Mastermind Group (MMG) is a solution-oriented social learning development opportunity to share strategies on pressing topics of the day and

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build community. MMG brings together like-minded individuals who can further expand their knowledge and networks at Berkeley.

Staff Appreciation Week is a biannual week of events, perks, and offerings dedicated to celebrating the contributions and hard work of staff employees. Organized by a planning committee of staff volunteers, programming is informed by the 2021 State of the Workplace survey results - which demonstrate which forms of appreciation are most meaningful to Berkeley staff - and by continuous feedback from participants.

Staff Organizations sponsored by People & Culture fall within two categories, Identity-Based Staff Organizations and Communities of Practice. These key campuswide networks support and create a sense of belonging for staff employees.

DEIB launched the inaugural Executive Sponsorship Program in 2023. It is a two-year program that pairs Vice Chancellors and Vice Provosts with leaders from identity-based staff organizations. This partnership enables the Chancellor's Cabinet to better understand and be more responsive to the needs of historically marginalized and/or underrepresented communities and for staff organization leaders to elevate their concerns directly to the highest level of the organization. The Executive Sponsorship Program also plays a key role in connecting our senior leaders with the members of these organizations in ways that otherwise do not exist, serving to remove some of the historical/systemic barriers to access - particularly with respect to sponsorship and mentorship - that these employees often experience.

An Exit Survey committee that includes a representative from each of the regions from Berkeley Regional Services was reassembled. Its purpose is to develop a standard Exit Survey for use by all UCB career staff leaving their current positions so that units will be empowered to increase employee retention over time.

Consulting leaders on employee engagement and showing appreciation for colleagues has allowed People & Culture to be more responsive to employee concerns and improve their experience. Below are some examples of how these experiences have resonated with staff:

- "DEIB's Employee Engagement Consultant's critical support in designing, administering, and analyzing a morale survey and providing proactive guidance and concrete suggestions for actions SSALLEX could consider were extremely

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useful and allowed us to make significant progress in our employee engagement." (Dr. Frederick T. Wehrle, Associate Dean for Academic Affairs, University of California, Berkeley Extension)

- "The carnival was so fun. I loved the playful atmosphere and seeing colleagues reconnecting, relaxing, and having fun together. There are many benefits of play at work and I think people really needed it during this stressful time." (Spring 2022 Staff Appreciation Week Carnival)



Image 5. Logo for Staff Appreciation Week

Affirmative Action, Data Analysis, & Reporting

Jesse Arp, Project Analyst, and Tim Abdellah Fuson, Staff Affirmative Action Officer and EEO Analyst, lead a number of initiatives for reporting and analysis of workforce demographic data to support the University's efforts to be equity-minded and anti-racist. In order to achieve these goals we must gather and analyze data to help the organization to identify and examine gaps, challenges, and areas of opportunity so that we can optimize not only our financial and human resources but also our policies and practices. Jesse and Tim provide data analysis for pay equity, reclassification, performance ratings equity across demographics, employee award allocations, and more. The appendix contains the list of all reports prepared over the past year including reports assessing pay equity and performance review equity. Next year, the focus will incorporate a focus on assessing equity within retention, referral, and hiring bonus programs.

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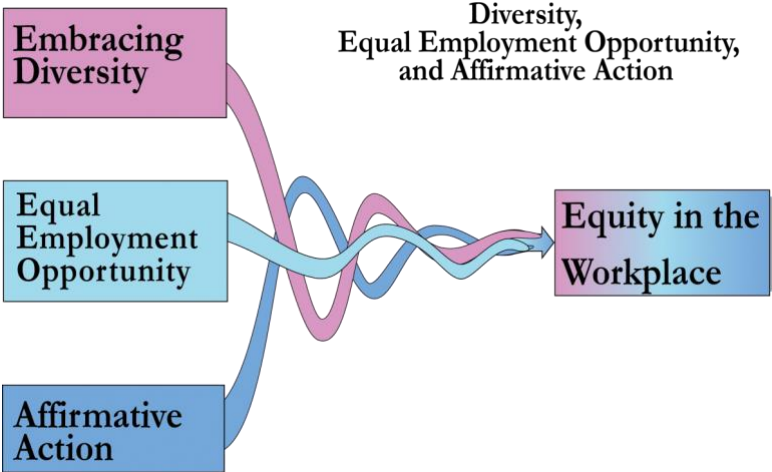
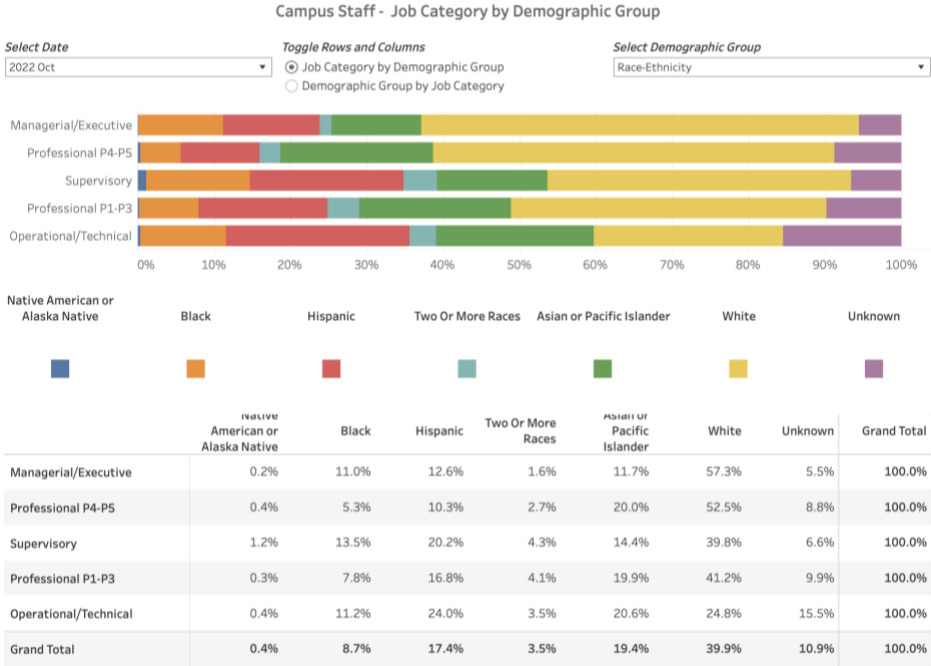


Image 6. Embracing Diversity, Equal Employment Opportunity (EEO), and Affirmative Action (AA)

We are currently developing a series of interactive Staff Diversity dashboards to significantly expand the campus' access to data about workplace diversity and equity across a number of metrics including representation, pay equity, employee movement, and applicant flow. The excerpted chart and table below, presented using Tableau, show the race/ethnic breakdown of staff within job categories.

Table 10: Campus Staff - Job Category by Demographic Group



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Diversity, Equity, and Inclusion Training Development and Institutional Research

Dr. Laura Pulido, Training Design Consultant, conducts institutional research related to the DEIB staff experience. Our employee focus group findings have guided DEIB through the development of innovative programs, such as online *Inclusivity Training Modules* that provide a comprehensive learning experience through a series of videos addressing phenomena faced across the institution. Topics include “Forming your Diversity, Equity, and Inclusion (DEI) Committee” and “Microaggressions and Identity in the Workplace,” among others.

DEIB courses in the Berkeley People Management program include BPM 103 and BPM 201. BPM 103 *Creating an Inclusive Work Environment* is a professional learning experience on how to define and apply diversity, equity, inclusion, and belonging frameworks in the workplace. BPM 201 Employee Engagement provides an overview of employee engagement in theory and practice, including new employee onboarding and the use of ongoing assessments of engagement.

The *New Employee Reception & Orientation (NERO)* is a program designed to connect new employees to campus culture and resources, demonstrate our UC Berkeley values in action, and promote pride and peer relationships.

We continuously assess the effectiveness of our programs with an eye toward finding and mitigating disparate impact and advancing anti-racism frameworks on campus. We respond to our findings through the development and implementation of campus training modules, toolkits, and collaborative programs such as *Grow Your DEIB*. Below are anecdotal examples of how these various resources resonate with staff employees.

- “I've already recommended it to my team! I thought that it was a great training and learning experience and the information was presented in a thoughtful, digestible, and ultimately very useful way. I was an unusual attendee, I think, in that I do not hold a management position and do not supervise anyone. I wanted to take the workshop for professional development and I think that it's best for people in every position to work towards a more inclusive workplace!” (Berkeley People Management 103 Participant)

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- Conducting institutional research on the DEIB staff experience resulted in a set of findings and recommendations that have gained momentum on campus, notably, conducting disparate impact analysis on reclassification trends, creating DEIB curriculum, and bolstering our focus on ADA accessibility in training and outreach materials. (Focus Group Reflection)

Organizational Impact

The following tables offer some examples from 2022-2023 that serve as indicators of impact on staff. The highlights offer data points connected to engagement, quality of experience, and participant satisfaction.

Table 11: Organizational Impact - Employee Engagement and Consulting

Offerings	# of Staff	Highlights
Summer 2022 Staff Appreciation Week	2275	<ul style="list-style-type: none"> • “Sound Bath and Healing Meditation” received the highest satisfaction rating with a 4.2 out of a possible perfect 5 • “Money Talks: How to Effectively Negotiate at Berkeley” received the second highest rating at 3.9/5
Fall 2022 Staff Appreciation Week	1263	<ul style="list-style-type: none"> • Bingo (on-campus & virtual) tied for the highest rated offering at 4.2/5 • The “Disrupting the Status Quo: Strategic Advocacy” received the second highest rating with a 4 out of 5.

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Table 12: Organizational Impact - Developing Cultural Literacy and Racial Literacy

Offerings	# of Participants	Highlights
Spring 2022 Critical Voices in DEIB	225	<ul style="list-style-type: none"> 86% of respondents <i>“Agreed”</i> with the statement, <i>“The guest speakers and facilitator were knowledgeable about the topic.”</i> 75% of respondents <i>“Agreed”</i> with the statement, <i>“I have a better understanding of how homophobia, transphobia, and other anti-LGBTQIIA+ sentiment function in society.”</i>
Berkeley Equity Training Series - Spring 2022 and Fall 2022 cohorts	167	<p>Spring 2022</p> <ul style="list-style-type: none"> 88% of respondents rated program speakers and topics as <i>“Excellent.”</i> 29% of respondents rated <i>“Good”</i> and 59% of respondents rated <i>“Excellent”</i> when it came to the workshop format (cohort style, virtual setting) <p>Fall 2022</p> <ul style="list-style-type: none"> 92% of respondents rated the program speakers and topics as <i>“Excellent.”</i> 31% of respondents rated <i>“Good”</i> and 69% of respondents rated <i>“Excellent”</i> when it came to the workshop format (cohort style, virtual setting)
Berkeley Career Resources and	32	<p>Fall 2022</p> <ul style="list-style-type: none"> 38% of respondents <i>“Agreed”</i> and 50% respondents

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<p>Opportunities for Equity</p>	<p><i>*Includes 10 managers of cohort participants</i></p>	<p><i>“Strongly Agreed” with the statement, “The RSSC team was effective at leading and facilitating the experience.”</i></p> <ul style="list-style-type: none"> • 38% of respondents “Agreed” and 63% respondents “Strongly Agreed” with the statement, <i>“I found the experience to be welcoming, responsive, and informative for staff of color at Berkeley.”</i> • 12.50% of respondents “Agreed” and 75% of respondents “Strongly Agreed” with the statement, <i>“I will use tools and resources from BCORE to pursue my career aspirations.”</i>
<p>Outside the Box: Race, Identity, & Culture</p>	<p>48</p>	<ul style="list-style-type: none"> • 19.25% of respondents “Agreed” and 81% respondents “Strongly Agreed” with the statement, <i>“The presenter (Jeff Chang) was knowledgeable and engaging.”</i> • 31% of respondents “Agreed” and 69% respondents “Strongly Agreed” with the statement, <i>“I would recommend this program to a colleague.”</i>
<p>DEIB Assessment and Consultation Services</p>	<p>12 campus units</p>	<ul style="list-style-type: none"> • 75% of respondents “Agreed” or “Strongly Agreed” with the statement, <i>“The information I gained made a positive impact on my work and/or on the organization I represented.”</i> • 88% of respondents “Agreed” or “Strongly Agreed” with the statement, <i>“I felt supported and guided throughout the process.”</i>

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		<ul style="list-style-type: none"> 88% of respondents “Agreed” or “Strongly Agreed” with the statement, “I found Bryant Smith to be knowledgeable and well versed around issues of DEIB.”
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Table 13: Organizational Impact - DEI Training Development & Institutional Research

Program/ Service	# of Staff	Highlights
New Employee Orientation and Reception	921	<ul style="list-style-type: none"> 88% of participants reported that they were <i>likely to recommend NERO to newly hired colleagues.</i> 89% of participants said they were <i>better able to navigate UCB to access future resources because of NERO</i>
DEIB Staff Focus Groups	46	<ul style="list-style-type: none"> Research produced a set of findings and recommendations including disparate impact reclassification trend analysis, tailored Diversity, Equity, Inclusion, and Belonging training modules, and collaborations.
Berkeley People Management 103: Creating an Inclusive Work Environment	38	<ul style="list-style-type: none"> 100% of participants agreed with the statement, “<i>The content of this workshop is important to my success.</i>” 83% likely to recommend the BPM 103 Creating an Inclusive Work Environment to colleagues per March 9, 2023

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		<p>administration.</p> <ul style="list-style-type: none"> • 100% of respondents “Agreed” with the statement, <i>“Facilitator was knowledgeable about the topics(s) covered.”</i> • 33% of respondents “Agreed” and 50% of respondents “Strongly Agreed” with the statement, <i>“I feel that I will be able to apply the knowledge gained from this workshop to support my unit or career goals.”</i>
<p>Berkeley People Management 201: Employee Engagement</p>	25	<ul style="list-style-type: none"> • 100% likely to recommend this workshop to colleagues in our last offering March 2022. • 100% of participants “Agreed” or “Strongly Agreed” with the statement, <i>“As a result of participating in this workshop, my knowledge on the topic(s) have increased.”</i>

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Appendix

1. [Remote Work Survey - October 2021](#)
2. [State of the Workplace Survey - October 2022](#)
3. [FY 21-22 Year-in-Review: Off-cycle increases, position, and department changes](#)
4. [Achieve Together Ratings and Demographics Analyses](#)
5. [VCA Strategic Key Performance Indicators](#)
6. [Managers' Forum Presentation March 2023 - Voluntary Separations, Reclassifications, Applicant FI](#)