

Date: June 1, 2009

To: Principal Officers/Divisional Deans/Senior Managers

From: Ashish Sahni- Assistant Chancellor

Re: Diversity Performance Standards  
(*Performance Appraisal Guidance for Managers and Supervisors*)

UCSC performance appraisal templates include diversity performance standards for managers and supervisors.<sup>1</sup> The purpose of this communication is to provide guidance to principal officers and senior managers regarding evaluation of diversity-related performance of their employees.

Exceptional diversity-related performance includes, but goes beyond, compliance; what is required by University policy, and state and federal equal employment and affirmative action regulations. It involves exercising leadership in creating a campus climate that is inclusive and welcomes diversity, holding staff accountable for diversity-related performance and achievements, and taking proactive steps to promote institutional diversity goals and initiatives.

For your reference, the diversity statement embraced by UC can be found at <http://www.ucop.edu/ucophome/coordrev/policy/PP063006DiversityStatement.pdf>. This statement has been endorsed by the UC Academic Senate (2006), UC President Bob Dynes (2006), (UC Regents) Study Group on University Diversity (2007), and UC Staff Diversity Council (2008).

### **Fulfilling Minimum Standards**

*For managers and supervisors to adequately fulfill minimum diversity-related performance requirements the following may be considered:*

- The employee and those under his/her supervision are compliant with the provisions of AB 1825 and UC policy, which require completion of Office of the President hosted Sexual Harassment Prevention Training.
- The employee and those under his/her supervision are compliant with the UCSC fair hiring training requirement and any other future diversity-related mandatory training requirements.
- The employee demonstrates adherence to fair hiring procedures, best practices and UC employment policies.

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<sup>1</sup> The language is as follows (edited): "Please rate the supervisor's conduct based on the UCSC Standards according to the appraisal ratings. Provide supporting comments as appropriate (For managers and supervisors only). Diversity: Ensures that policies, practices, services and behaviors support and accept diversity; Ensures that employees participate in training that supports diversity."

- The employee participates in divisional and campus related diversity efforts and initiatives.
- The employee meets his/her responsibilities, fully cooperates and participates in investigations related to complaints of discrimination or sexual harassment and promptly reports related allegations to EEO/AA and Title IX.
- The employee meets his/her responsibilities related to UCSC affirmative action planning and reporting efforts.

### **Exceeding Minimum Standards**

*For managers and supervisors to exceed minimum diversity performance requirements the following may be considered:*

- The employee takes proactive steps to ensure that s/he and his/her staff receive diversity-related training/professional development including but not limited to:
  - Sexual harassment prevention workshops and online training for non-supervisory staff and student employees.<sup>2</sup>
  - Supervision/management training with diversity, cultural competency and managing across difference components.<sup>3</sup>
  - Presentations available from EEO/AA on diversity and EEO/AA best practice topics.<sup>4</sup>
  - Disability accommodation training.<sup>5</sup>
  - Participation in non-mandatory divisional diversity training and activities.<sup>6</sup>
  - Supporting staff participation in the UC Santa Cruz Leadership Academy.
  - Sponsoring or hosting diversity-related events and training.<sup>7</sup>
  - Attending diversity-related regional and national conferences.

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<sup>2</sup> Workshops and online training offered by the Title IX office.

<sup>3</sup> Workshops provided by EEO/AA, SHR Training and Development, BAS Workshop on Advance Interviewing, and other external sources.

<sup>4</sup> Contact EEO/AA to arrange presentations.

<sup>5</sup> Offered periodically by EEO/AA, SHR and BAS.

<sup>6</sup> For example, CUHS sponsored events. See <http://www2.ucsc.edu/diversity>.

<sup>7</sup> Upon request, EEO/AA provides referrals to professional diversity training consultants for unit, departmental and divisional training.

- The employee serves as an effective mentor or coach and provides professional development opportunities for students and employees from diverse backgrounds.
- The employee furthers the field of diversity through publications and/or presenting at diversity-related or other conferences.
- The employee provides leadership in his/her division and takes proactive steps to address underutilization, meet affirmative action goals and to recruit, retain and support a diverse workforce.
- The employee excels in employing fair hiring best practices and efforts are evidenced by results. Units under employee's supervision consistently include diversity, inclusion and cultural competency related requirements in job descriptions.
- The employee is proactive in initiating consultations with EEO/AA, Title IX, Ombudsman and/or the campus conflict resolution program to address diversity-related issues and conflicts as they arise.
- The employee takes proactive steps to address and correct concerns that arise during the course of EEO/AA or Title IX investigations and consultations and works persistently to find solutions and resolutions.
- The employee serves as a diversity leader, actively promotes and supports campus/Chancellor's diversity initiatives through extraordinary service to campus committees and other efforts.
- The employee takes substantive measures to create and maintain an inclusive environment, free of bias, which welcomes diversity and enables students and employees to succeed.
- The employee or employee's unit or program receives a Chancellor's Achievement Award for Diversity.