



Senior Management Group Recruitments Diversity Report March 2022 – February 2024

EXECUTIVE SUMMARY

Creating an inclusive and intellectually vibrant community is critical to the University's core mission of excellence in teaching, research and health care, and commitment to fostering a culture of public service and community engagement. UC strives to build a culture where employees feel accepted and individual differences are respected and valued as part of our broader commitment to diversity. The University recognizes that diversity of representation in the workforce is essential to serving the needs of our communities.

Given the critical role Senior Management Group (SMG) leaders play in the success of UC, this biennial report is part of ongoing accountability efforts to support diversity and equal opportunity in executive leadership recruitments. It includes diversity data on all completed SMG recruitments from March 1, 2022, through February 29, 2024. It outlines UC inclusive recruitment strategies, how hires have impacted the diversity of the overall SMG population and how well the SMG population reflected the diversity of the students, faculty and academic, non-SMG staff, and state of California populations.

Key findings and trends include the following:

- UC location executive leaders demonstrated value and support for internal senior leader employee experience, mobility, and promotions in hiring internal final candidates in 50 percent of the completed SMG recruitments.
- UC's executive recruitment processes have proved highly effective, achieving a 98 percent acceptance rate for SMG offers and an 89 percent candidate retention rate, demonstrating a strong ability to attract top candidates.
- Over the past four years, the total SMG population that self-identified as having a disability has decreased by a total of 4 percentage points, to 2 percent on March 1, 2024. In 2020, 6 percent of the SMG population self-identified as having a disability, closer to reflecting the 7 percent of California's population with a disability.
- The SMG race and ethnicity population has changed to better reflect the diversity of faculty and academic, student, non-SMG staff, and state of California populations. Over the past four years, UC has seen an increase of 7 percentage points in the SMG population identifying as members of historically excluded and currently underrepresented racial and ethnic groups, rising from 33 percent in 2020 to 36 percent in 2022, and reaching 40 percent in 2024. Consistent with the 2022 report, the SMG population in March 2024 remained less racially and ethnically diverse compared to the student (62 percent) and non-SMG staff (69 percent) populations that identified as historically excluded and currently underrepresented race and ethnicity populations. However, it was slightly more diverse than the faculty and academic population (38 percent).
- The total SMG population that self-identified as a women or transgendered women/transwomen increased 6 percentage points, from 35 percent to 41 percent. Five percentage points of the increase occurred from 2020 to 2022, and 1 percentage point from 2022 to 2024. With 41 percent of total SMG employees self-identified as women or transgendered women/transwomen as of March 2024, UC is closer to reflecting the 50

percent woman-identified California population. The 41 percent of total SMG identified as women or transgendered women/transwomen also reflected a similar percentage to the faculty and academic population (42 percent) but continued to be lower than the student (53 percent), non-SMG staff (66 percent), and California state (50 percent) populations.

- Over the past four years, the total SMG population that self-identified as gay, lesbian, bisexual, or not listed sexual orientation has decreased by a total of 1 percentage point, to 13 percent on March 1, 2024. The SMG sexual orientation population percentages closely reflected the respective student sexual orientation populations.
- The total SMG population that self-identified as veteran has decreased by a total of 1 percentage point, from 2 percent in 2020 to 1 percent in 2024. Overall, the SMG population that identified as veterans decreased slightly between March 2022 (2 percent) and March 2024 (1 percent) but continued to closely reflect the state of California's veteran population (4 percent).
- The growing number of applicants opting not to disclose their information significantly affects the accuracy of reporting the actual SMG population representation for each self-identification survey group, making it challenging to fully assess the effectiveness of inclusive recruitment strategies.

Recommendations

- Identify enhanced or additional inclusive recruitment strategies to increase the historically excluded and currently underrepresented populations in the workforce whose proportion did not change from recruitments in this period. Add to future reports additional aggregated exiting SMG employee data and impact analysis to overall SMG population of historically excluded and currently underrepresented populations in the workforce.
- Address the continued increasing trend of applicants choosing not to disclose voluntary self-identification information, and the impact of this trend on our ability to accurately track the effectiveness of inclusive recruitment strategies and to depict the full diversity of the SMG population.

BACKGROUND

This item addresses the July 2020 recommendation of the Board of Regents Working Group for Systemwide Human Resources to provide a biennial report on the status of diversity recruitment efforts for campus and systemwide executive leadership positions. The report includes data on the diversity of applicant and candidate pools, as well as information on hired candidates, from initial application collection through the interview phase. It also incorporates feedback from candidates who did not accept offers or withdrew their candidacy before the search concluded. Additionally, the report offers an overview of how new recruitments have impacted the diversity of the overall executive leadership population and analyzes how well UC's workforce reflects the diversity of its students, faculty and academic employees, non-SMG staff, and the state of California. This report is part of an ongoing effort to ensure greater accountability in supporting diversity and equal opportunity in executive leadership recruitments, in alignment with the University's diversity goals as outlined in Regents Policy 4440: Policy on University of California Diversity Statement.¹

¹ UC Regents Policy 4400: Policy on University of California Diversity Statement. Available online at: <https://regents.universityofcalifornia.edu/governance/policies/4400.html>

RECRUITMENT DEFINITIONS

Applicant: An individual who expresses interest in a specific open position by submitting an employment application or similar documentation via the established application process.

Applicant or candidate from historically excluded and currently underrepresented populations: Individual who voluntarily self-identifies as one or more of the historically excluded and currently underrepresented populations in the workforce, in the following categories: ability, gender identity, race and ethnicity, sexual orientation, or veteran status.

Applicant or candidate not from historically excluded and currently underrepresented populations: Individual who voluntarily self-identifies in their position application as all of the following: not having a disability, man, white, heterosexual or straight, and not a veteran.

Applicant pool – Group of all individuals who submitted employment applications with the UC Self-Identification Survey for a specific position, regardless of whether they meet the minimum or preferred qualifications listed in the position description.

Candidate (qualified candidate): An individual applicant who has been determined to meet the minimum qualifications for the position for which they applied.

Completed recruitment: Date final position offer has been accepted and approved by the hiring authority. May differ from the final candidate start date, which may have been after February 2024.

Recruitment stages: Sequential recruitment process steps: 1) applicant pool, 2) qualified candidates (identified), 3) presented candidates to committee, 4) Committee interviewed candidates, 5) Finalist interviewed candidates, 6) Hired (final candidate selected).

UC Self-Identification Survey: In accordance with federal regulations, UC is required to solicit gender, race/ethnicity, disability status and protected veteran status from applicants and employees through a UC Self-Identification Survey during the recruiting and hiring process. The survey additionally asks for gender identity and sexual orientation.

SENIOR MANAGEMENT GROUP RECRUITMENT SUMMARY

Fifty-two completed Senior Management Group (SMG) recruitments resulted in a 98 percent offer acceptance rate, 50 percent internal hire rate, and 89 percent candidate retention rate. On March 1, 2022, UC had 173 total SMG employees, which increased to 183 total SMG employees by March 1, 2024. The increase in SMG employees was attributed to open positions that had been filled with recruitments, promotions, and reclassifications. Total numbers excluded interim appointments. Additional SMG positions were still in recruitment.

1. Completed Searches and Data

Fifty-two SMG recruitments were completed, for which the final offer was approved by the hiring authority and the offer was accepted, from March 2022 through February 2024. The final candidate start date may have been after February 2024.

Data was reported and aggregated from 46 of the 52 searches. Applicant demographic data for all recruitments was not available due to the following factors:

- Decentralized hiring, with each UC location managing its own recruitment process and procedures and selecting their own applicant tracking system.
- No systemwide or common applicant tracking system across all locations to collect consistent data from all applicants.
- Recruitments that used external search firms relied on those search firms to collect application data, resulting in inconsistent data collection.

- UC location applicant tracking systems and UC-approved search firms were in progress of updating their processes and systems by the December 31, 2023, implementation completion due date for updated gender identity and new sexual orientation response options in applicant data collection to comply with the UC Gender Recognition and Lived Name policy, issued November 6, 2020.

2. Internal Candidate Hire Rate

The internal hire rate was 50 percent of 52 completed recruitments. While the total SMG recruitment applicant pool for the completed recruitments comprised 92 percent external applicants and 8 percent internal applicants, the percentage of the internal candidate pools increased throughout each stage of recruitments, from 15 percent qualified candidates to 35 percent in the finalist interviewed candidate pool recruitment stage, which resulted in 50 percent internal promotions through completed recruitments. Five additional internal SMGs were reclassified or promoted. UC location executive leaders continued to value and support internal senior leader employee experience, mobility, and promotions.

3. Search Firm Usage

Sixty-nine percent of the 52 SMG completed recruitments utilized 14 external search firms. Eleven of the utilized external search firms were selected through a competitive RFP and had systemwide agreements with negotiated discounted UC rates. Forty-two percent of the searches that utilized an external search firm resulted in the hiring of an internal UC candidate. One hundred percent of the five searches utilizing internal search resources resulted in the hiring of an internal UC candidate.

4. Offer Acceptance Rate

The offer acceptance rate was 98 percent. One candidate declined an offer out of 53 offers for 52 positions.

5. Number of Candidates That Withdrew From Recruitment Process

92 total candidates withdrew out of total 814 qualified candidates (11 percent)

Recruitment Process Stage	Total Candidates	Withdrew
Qualified Candidates	814	40 (5 percent)
Presented Candidates to Committee	635	25 (4 percent)
Committee Interviewed Candidates	313	20 (6 percent)
Finalist Interviewed Candidates	125	7 (6 percent)

6. Reasons for Withdrawing Candidacy or Declining Offer

Not all candidates provided reasons for withdrawing or declining, and some cited more than one reason. Reasons are listed in order of most to least cited; numbers relate to the number of times a reason was cited.

- Not able or willing to relocate to California (5) or specific UC location (4)
- Personal reasons (5)
- Timing not right (5)
- Accepted another position offer (3)
- Accepted promotion at current employer (2)
- Family needs and obligations (2)
- Disagreed with the UC COVID-19 vaccination policy
- Interest in position changed
- Preferred to remain in current position
- Requested a different location

SMG RECRUITMENT TRENDS AND OUTCOMES – ALL APPLICANT AND CANDIDATE AGGREGATED DIVERSITY DEMOGRAPHICS

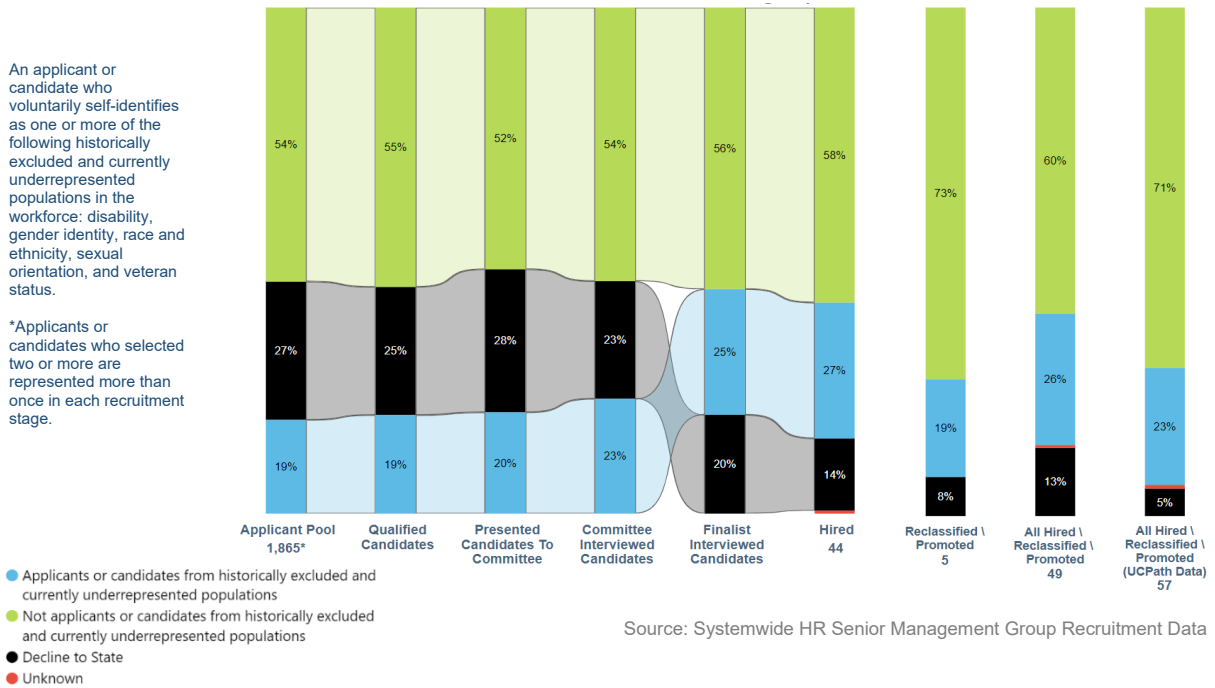
In accordance with federal regulations, UC is required to solicit gender, race/ethnicity, disability status, and protected veteran status from applicants and employees through a UC Self-Identification Survey during the recruiting and hiring process. The survey additionally asks for gender identity and sexual orientation. Human Resources staff review aggregated applicant and candidate pool diversity demographics to ensure the recruitment meets position-specific affirmative action goals or location strategic diversity goals. Aggregated applicant and candidate pool diversity demographics may be shared with the hiring manager and recruitment advisory committee for review and feedback to determine if additional outreach is needed for specific recruitments to achieve a diverse applicant pool.

While the purpose of UC's inclusive recruitment strategies is to apply good faith efforts to achieve a diverse applicant pool and retain a diverse candidate pool throughout each stage of the recruitment, individual applicant and candidate self-identification information collected in an application are not position-related qualifications and cannot be used in the recruitment evaluation and selection process. They are not shared with hiring managers or recruitment advisory committees to review and evaluate with other application materials. See appendix for more information on UC Recruitment Policies and Process Overview.

The aggregated summary of all SMG applicant self-identification survey information for the 52 completed SMG recruitments in this period shows an increased diversity of the overall SMG population in race and ethnicity, and similar levels of diversity in disability, gender identity, sexual orientation, and veteran status as compared to the prior reporting period. The SMG recruitments overall retained a diverse candidate pool, who identified as members of historically excluded and currently underrepresented populations, throughout each stage of the recruitment process, representing 19 percent in the applicant stage to 27 percent in the hired candidate stage (Figure 1). For additional information, see the [UC SMG Recruitments Diversity Report: March 2022 – February 2024: Interactive Dashboard](#).

The required UC self-identification survey information accompanying applications is confidential. Although applicants were informed that it is not used to determine whether an applicant or candidate progresses through the recruitment process, nor is it used in the final candidate selection, 27 percent of applicants in this period chose not to disclose information for one or more self-identification groups, an increase of 9 percent from the prior reporting period (Figure 1). The growing number of applicants opting not to disclose their information significantly affects the accuracy of reporting the actual SMG population representation for each self-identification survey group, making it challenging to fully assess the effectiveness of inclusive recruitment strategies.

Figure 1: All Applicant and Candidate Aggregated Demographics, March 2022 – February 2024



1. DISABILITY

Recruitment Summary

Seventy-nine percent of the final hired SMG candidates in this period self-identified as not having a disability, 4 percent had a disability, and 17 percent declined to state. The total applicant pool with a disability was 6 percent and maintained at 4 percent to 7 percent of the candidate pool throughout the recruitment stages. The percentage of candidates with a disability in SMG recruitments may be higher as 18 percent of applicants and 17 percent of final hires declined to state if they had a disability.

Recruitment's Impact on the Overall SMG Population

The 57 recruitments in this period, including promotions and reclassifications, did not significantly change the overall SMG population that identified as having a disability. The total SMG population that self-identified having a disability decreased by 2 percentage points from March 2022 (5 percent) to March 2024 (3 percent).

Trends and Comparisons

Over the past four years, the total SMG population that self-identified having a disability has decreased by a total of 4 percentage points to 2 percent on March 1, 2024. In 2020, 6 percent of the SMG population identified as having a disability, a number closer to reflecting the 7 percent of California's population with a disability.

While UC continues to hire additional SMG employees with a disability (2 percent in 2020–2022 and 4 percent in 2022–2024), the total SMG population with a disability continues to decrease. UC may have had an actual higher SMG population with disabilities due to 7 percent to 8 percent who declined to state or were unknown. The 2020 state census data did not include these two additional options for comparison. The total number of SMG employees who declined to state if they have a disability after they were hired or during their

employment has increased slightly from 6 percent to 8 percent, which may account for the 1 percentage point decrease for the overall SMG population who self-identified as having a disability in March 2024 as compared to March 2022. An additional possible contributing factor to the modest increase in the overall population percentage could have been that employees with a disability left the University at a higher rate than new hires.

2. GENDER IDENTITY

Recruitment Summary

Fifty-six percent of the final hired SMG candidates in this period self-identified as women, 2 percent as transgendered women/trans women, and 40 percent as men; 2 percent declined to state. The woman and transgendered woman/trans woman identified total applicant pool was 31 percent and increased to 34 percent to 45 percent of the candidate pool throughout the recruitment stages. The percentage in each gender identity population in SMG recruitments may be slightly higher as 9 percent of applicants and 2 percent of final hires declined to state their gender identity.

Recruitment's Impact on the Overall SMG Population

The 57 recruitments, promotions, and reclassifications in this period did not significantly change the overall gender identity of the SMG population. The March 2024 total SMG population maintained the same 40 percent of women as reported in 2022, increased transgendered women/trans women by 1 percentage point, and decreased those identifying as men by 2 percentage points, to 52 percent.

Trends and Comparisons

Over the past four years, the total SMG population that self-identified as a women or transgendered women/transwomen increased 6 percentage points, from 35 percent to 41 percent. Five percent of the increase occurred from 2020 to 2022, and 1 percent from 2022 to 2024. With 41 percent of total SMG employees self-identified as women or transgendered women/transwomen as of March 2024, UC is closer to reflecting the 50 percent woman-identified California population. The 41 percent of total SMGs who identified as women or transgendered women/transwomen also reflected a similar percentage to the faculty and academic population (42 percent), but continued to be lower than the student (53 percent), non-SMG staff (66 percent), and California state (50 percent) populations (Figure 2.1 and Figure 2.2). The SMG man-identified population decreased by 2 percentage points, to 52 percent, and continues to be higher than the other UC and state populations. UC may have had actual higher percentages of gender identities as 6 percent to 8 percent of SMG employees declined to state or had unknown gender identities over the past four years. The 2020 state census data did not include these options for comparison.

UC's diversity recruitment strategies have effectively maintained gender identity diversity within the executive leadership group in this period. While the 2022 to 2024 hire rate of women or transgender women/trans women final candidates increased by 3 percentage points, to 58 percent, the overall percentage of the SMG population identifying as women or transgender women/trans women rose by only 1 percent. A possible contributing factor to the modest increase in the overall population percentage could have been that woman-identifying employees left the University at a higher rate than new hires. Additionally, UC's recruitment strategies have continued to promote inclusivity by increasing non-binary gender self-identification options. During this period, UC locations were still working on updating their recruitment processes and systems to comply with the UC Gender Recognition and Lived Name Policy, with the revisions scheduled for completion by December 31, 2023.

Figure 2.1: Total SMG Population and New SMGs Comparison With State of California Population – Gender Identity, March 2022 – February 2024

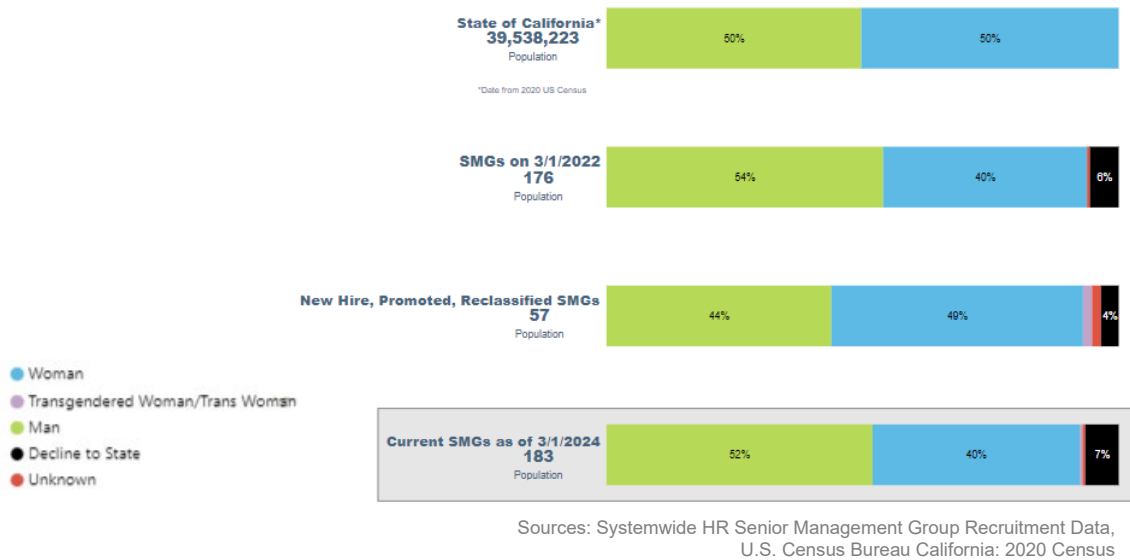
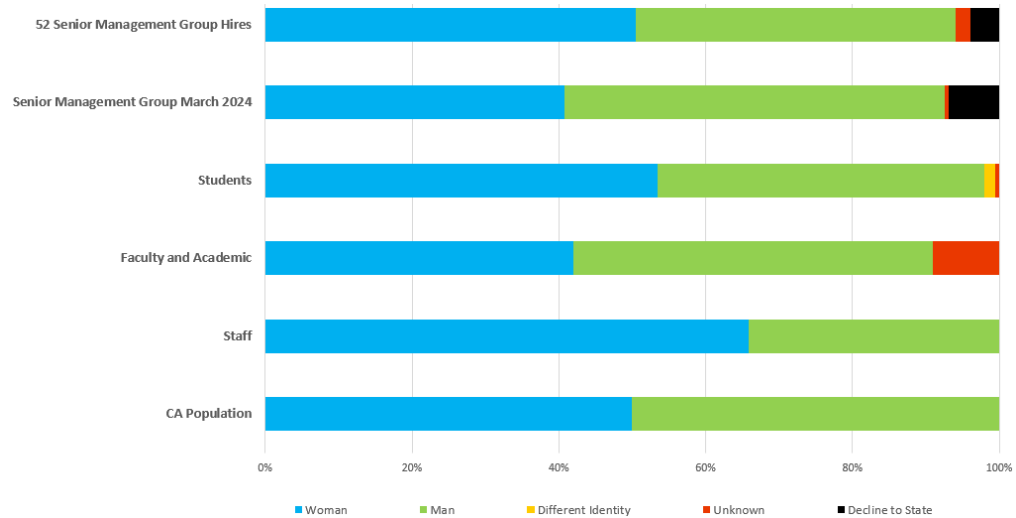


Figure 2.2: SMG Hires Comparison With UC and California Populations – Gender Identity, March 2022 – February 2024



Sources: UC Information Center Workforce Diversity (October 2023), UC Information Center Student Fall Enrollment at a Glance (2023), Systemwide HR Senior Management Group Recruitment Data, U.S. Census Bureau California: 2020 Census

3. RACE AND ETHNICITY

Recruitment Summary

Thirty-eight percent of the final hired SMG candidates in this period self-identified as members of historically excluded and currently underrepresented race and ethnicity populations: 11 percent Black or African American, 9 percent Hispanic or Latino, 9 percent American Indian or Alaskan Native, and 6 percent Asian. Sixty-two percent self-identified as white, and 4 percent declined to state.

Recruitments consistently retained a diverse candidate pool of 35 to 37 percent throughout the recruitment stages. The 11 percent Black or African American applicant pool decreased to 9 to 10 percent of the candidate pool throughout the recruitment stages and amounted to 11 percent of the final hired candidates. The 6 percent Hispanic or Latino applicant pool increased to 8 to 9 percent of the candidate pool throughout the recruitment stages; 9 percent of the final hired candidates were Black or African American. The 1 percent American Indian or Alaskan Native applicant pool increased to 2 to 3 percent of the candidate pool throughout the recruitment stages 9 percent of the final hired candidates. The 18 percent Asian applicant pool had the largest decrease in the candidate pool throughout the recruitment stages, from 14 percent to 16 percent, and was only 6 percent of the final hired candidates. The 42 percent white applicants were the majority of the applicant pool and increased from 47 percent to 53 percent of the candidate pool throughout the recruitment stages; 62 percent of the final hired candidates were white. The percentages of races and ethnicities in SMG recruitments may be higher as 22 percent of applicants and 4 percent of final hires declined to state their race or ethnicity.

Recruitment's Impact on the Overall SMG Population

The 57 recruitments, promotions, and reclassifications in this period increased the overall SMG historically excluded and currently underrepresented race and ethnicity populations by 4 percentage points, to 40 percent. The percentage of Black or African American employees hired, promoted, and reclassified increased from 12 percent to 14 percent, reaching 18 percent overall. Meanwhile, although 14 percent of the hired, promoted, and reclassified employees were Hispanic or Latino, their representation within the SMG population remained steady at 10 percent in both 2022 and 2024. Similarly, the 7 percent of Asian employees hired did not alter the SMG population's representation, which remained at 11 percent from 2022 to 2024. There were no American Indian or Alaska Native SMG employees in 2022; however, the 2 percent of hired employees in this group increased their overall representation to 1 percent in 2024.

Trends and Comparisons

The SMG race and ethnicity population has changed to better reflect the diversity of faculty and academic, students, non-SMG staff, and state of California populations. Over the past four years, UC has seen an increase of 7 percentage points in the SMG population identifying as members of historically excluded and currently underrepresented racial and ethnic groups, rising from 33 percent in 2020 to 36 percent in 2022 and reaching 40 percent in 2024. Consistent with the 2022 report, the SMG population in March 2024 remained less racially and ethnically diverse compared to the student (62 percent)² and non-SMG staff (69 percent) that identified as historically excluded and currently underrepresented race and ethnicity populations. However, it was slightly more diverse than the faculty and academic population (38 percent).

The 57 hired, promoted, and reclassified SMG employees in this period were more racially and ethnically diverse than the overall SMG population, and they better reflected the 59 percent California population that identified as historically excluded and currently underrepresented race and ethnicity.³ The SMG population may have had actual higher percentages of race and ethnicity as 3 to 4 percent of SMGs declined to state or had unknown race and ethnicities over the past four years. The 2020 state census data did not

² A UC student's primary race/ethnicity is determined by the first category selected from the following options: African American/Black, Hispanic/Latino(a), American Indian/Alaskan Native, Asian, White. No option is provided for two or more. UC Information Center Student Fall Enrollment at a Glance 2021 information is available online at: <https://www.universityofcalifornia.edu/sites/default/files/Race-Eth%20Data%20Collection.pdf>

³ UC Census 2020 data defines race separate from ethnicity used to identify Hispanic or Latino origin. Percentages for the various race categories add up to 100 percent, and the UC Census recommends race should not be combined with the percent Hispanic or Latino. For the purposes of determining how well the SMG population reflects the California population, Figure 5.2 and Figure 5.3 combine the available race and percentage for Hispanic or Latino and recognizes that this presents challenges for data accuracy for direct comparability of populations. UC Census Bureau California: 2020 Census information is available online at: <https://www.census.gov/library/stories/state-by-state/california-population-change-between-census-decade.html>.

include these options for comparison (Figure 3.1 and Figure 3.2). Another possible contributing factor to the modest increase in the overall population percentage could have been that employees who self-identified as members of historically excluded and currently underrepresented race and ethnicity populations left the University at a higher rate than new hires.

Figure 3.1: Total SMG Population and New SMGs Comparison With State of California Population – Race and Ethnicity, March 2022 – February 2024

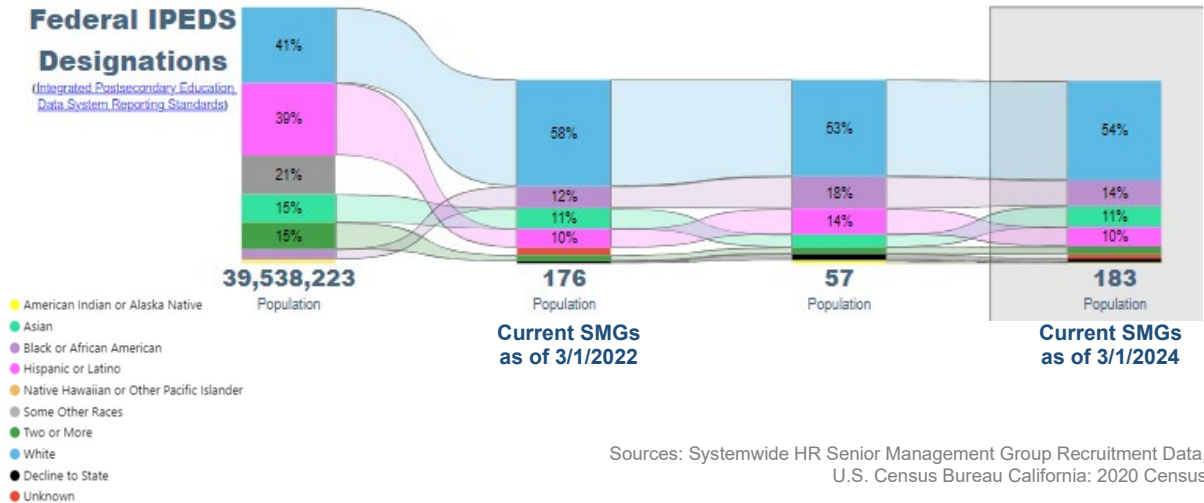
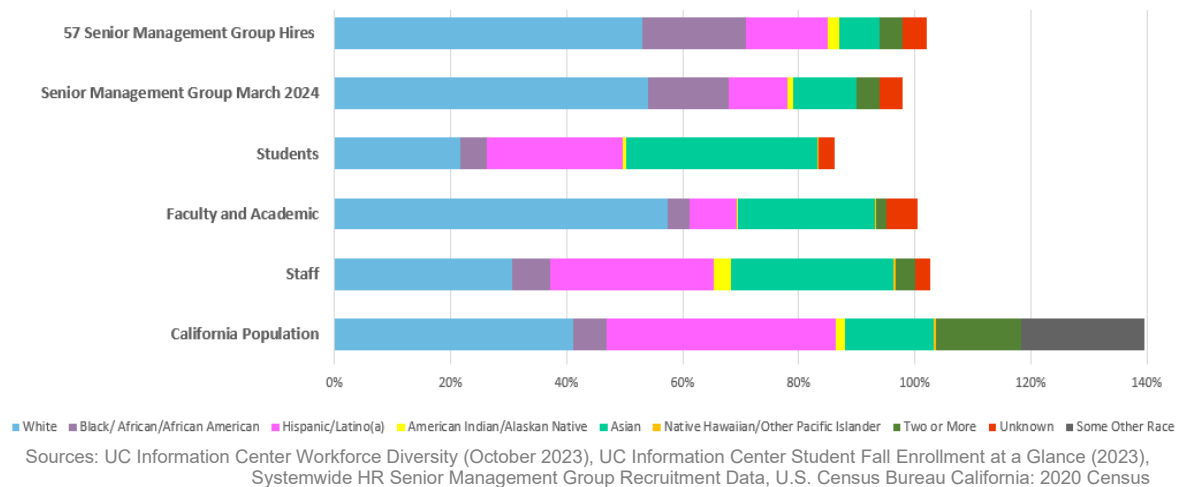


Figure 3.2: SMG Hires Comparison With UC and California Populations – Race and Ethnicity, March 2022 – February 2024



4. SEXUAL ORIENTATION

Recruitment Summary

Forty-one percent of the final hired SMG candidates in this period self-identified as heterosexual or straight, 15 percent were gay or lesbian, and 44 percent declined to state.

The 3 percent gay or lesbian applicant pool increased from 5 to 13 percent of the candidate pool throughout the recruitment stages. The 1 percent bisexual applicant pool remained at 1 percent of the candidate pool through the committee interviewed stage. The 24 percent heterosexual or straight applicant pool increased from 38 percent to 40 percent of the candidate pool throughout the recruitment stages. The percentage in each sexual

orientation population in SMG recruitments may be higher as 73 percent of applicants and 44 percent of final hires declined to state their sexual orientation.

Recruitment's Impact on the Overall SMG Population

The 57 recruitments, promotions, and reclassifications in this period did not significantly change the overall SMG population that identified as gay or lesbian or bisexual. The March 2024 total SMG population maintained the same sexual orientation identified as reported in 2022 — 10 percent gay or lesbian, 2 percent bisexual, and 1 percent not listed sexual orientation — and the heterosexual or straight population increased by 1 percentage point, to 72 percent.

Trends and Comparisons

Over the past four years, the total SMG population that self-identified as gay, lesbian, bisexual, or not listed sexual orientation has decreased by a total of 1 percentage point, to 13 percent on March 1, 2024. The SMG sexual orientation population percentages closely reflected the respective student sexual orientation populations. No faculty and academic, non-SMG staff, or 2020 state of California Census data was available for SMG sexual orientation population comparisons.

While the recruitments in this period did not significantly change the overall SMG population diversity of identified sexual orientation, the 73 percent of applicants in this two-year reporting period who declined to state sexual orientation was significantly more than the 25 percent in the prior period. This may be due to the continued application demographic data collection updates. Sexual orientation was a new voluntary self-identification category for applicants starting in 2020, and in this reporting period only 27 of the 52 recruitments collected this information. It is anticipated that additional sexual orientation data will be collected in future reports as UC locations continue to update their recruitment processes and systems to comply with the UC Gender Recognition and Lived Name Policy implementation completion date of December 31, 2023. For more information, see the [UC Gender Recognition and Lived Name Policy](#).

5. VETERAN STATUS

Recruitment Summary

Three percent of the final hired SMG candidates in this period self-identified as veterans, 76 percent were not veterans, and 18 percent declined to state. The 3 percent veteran applicant pool increased to 4 percent of the candidates pool throughout the recruitment stages. The 76 percent non-veteran applicant pool decreased to between 60 percent and 68 percent of the candidate pool throughout the recruitment stages. The percentage of veterans in SMG recruitments and hired may be higher as 26 percent of applicants and 18 percent of final hires declined to state their veteran status. UC continues to see a significant number of applicants declining to state demographic information.

Recruitment's Impact on the Overall SMG Population

The 57 recruitments, promotions, and reclassifications during this period had minimal impact on the overall SMG population identifying as veterans. In March 2024, the total SMG population identifying as veterans decreased by 1 percentage point, to one percent, while those not identifying as veterans increased by 1 percent, to 99 percent.

Trends and Comparisons

Over the past four years, the total SMG population that self-identified as veterans has decreased by a total of 1 percentage point, from 2 percent in 2020 to 1 percent in 2024. Overall, the SMG population that identified as veterans decreased slightly between March

2022 (2 percent) and March 2024 (1 percent), but continued to closely reflect the state of California's veteran population (4 percent).

RECOMMENDATIONS

To further enhance ongoing accountability efforts to support diversity and equal opportunity in executive leadership recruitments, Systemwide HR will explore options with UC locations to:

- Identify enhanced or additional inclusive recruitment strategies to increase the historically excluded and currently underrepresented populations in the workforce that did not change from recruitments in this period.
- Add to future reports additional aggregated exiting SMG employee data and impact analysis to overall SMG population of historically excluded and currently underrepresented populations in the workforce.
- Fund and implement a systemwide executive recruitment applicant tracking system and reporting system for greater accountability of inclusive recruiting strategies and outcomes.
- Address the continued increasing trend of applicants choosing not to disclose voluntary self-identification information and the impact to accurately track the effectiveness of inclusive recruitment strategies and to depict the full diversity of the SMG population.

CONCLUSION

The University of California's success is intrinsically linked to the effectiveness and vision of its executive leaders. By continuing to refine and develop accountable and inclusive recruitment strategies, we will attract leaders who are not only highly skilled and experienced but also deeply committed to our institution's mission and values.

Attracting, recruiting, and retaining Senior Management Group employees had been challenging during the pandemic as UC competed with public and private employers across various industries, including higher education. As UC completes the transition into the post-pandemic future of work, it must continue to evolve and adapt to the changed workforce environment to further attract and hire top talent. Systemwide HR will collaborate closely with UC locations to explore, enhance, and implement additional inclusive recruitment strategies and tools. These efforts aim to improve workforce diversity and better reflect the demographics of faculty and academic, students, non-SMG staff, and the California population.

Appendix

1. [UC SMG Recruitments Diversity Report: March 2022 – February 2024: Interactive Dashboard](#)
2. [U.S. Census Bureau \(2020\). California: 2020 Census](#)
3. [UC Gender Recognition and Lived Name Policy](#)
4. **UC Recruitment Policies and Process Overview**

UC is committed to hiring a talented workforce through recruitment practices that are fair and consistent and that comply with all applicable laws and regulations. It recognizes that diversity of representation in the workforce is essential to serving the needs of our communities and to ensuring that our institution continues to demonstrate excellence.

Consistent with its status as a federal contractor, UC is an equal opportunity and affirmative action employer. It is the policy of the University to undertake affirmative action for minorities, women, persons with disabilities, and protected veterans. The University commits to apply every good faith effort to achieve prompt and full utilization of these groups in all segments of its workforce where deficiencies exist. These efforts conform to all current legal and regulatory requirements and are consistent with University standards of quality and excellence.

Conducting competitive recruitments for staff positions is the normal and expected method for identifying and hiring staff personnel at the University. Competitive recruitment is required unless otherwise stated in policy. UC recruitment and selection policies require applications to be assessed objectively and consistently against the minimum and preferred qualifications directly related to the duties of the position as stated in the position description. Applicants whose applications meet the required minimum qualifications for the position may be advanced as candidates to the next stage of the recruitment process. Candidate selection criteria, including experience, education, knowledge, and other qualifications, must be job-related and based on the position description.

The UC Anti-Discrimination Policy applies to all employment practices, including recruitment, selection, promotion, and others against any person employed; seeking employment; or applying for or engaged in an internship or training program. The University prohibits discrimination on the basis of an individual's actual or perceived protected category defined as an identity protected by federal or state law, including the following: race, religion, color, citizenship, national or ethnic origin, ancestry, sex (including pregnancy, childbirth, lactation, or related medical conditions), gender, gender identity, gender expression, gender transition, sexual orientation, physical or mental disability (including having a history of a disability or being regarded as being disabled), medical condition (cancer-related or genetic characteristics), predisposing genetic information (including family medical history), marital status, age (at least 40 years of age), or veteran or military status.

In accordance with federal regulations, UC is required to solicit gender, race/ethnicity, disability status, and protected veteran status from applicants and employees through a UC Self-Identification Survey during the recruiting and hiring process. The survey additionally asks for gender identity and sexual orientation because as we value inclusion and diversity, it is important that we continue to have a culture that appreciates and welcomes a diverse workforce. Collection of this data not only aligns with our vision, values, and

nondiscrimination policies, but it also facilitates a common way to identify our diverse workforce and helps to ensure we have the most accurate data to implement appropriate diversity and inclusion programs.

While the purpose of UC inclusive recruitment strategies is to increase the diversity of the applicant pool and candidate pool throughout each stage of the recruitment, individual applicant and candidate self-identification information collected in an application is not position-related and cannot be used in the recruitment evaluation and selection process. The self-identification information is not shared with hiring managers or recruitment advisory committees to review and evaluate with other application materials. Human Resources staff review aggregated applicant and candidate pool diversity demographics to ensure the recruitment meets position-specific affirmative action goals or location strategic diversity goals. Aggregated applicant and candidate pool diversity demographics may be shared with the hiring manager and recruitment advisory committee for review and feedback to determine if additional outreach is needed.

UC Senior Management Group recruitments include six sequential stages:

1. **Applicant Pool** – Group of all individuals who submitted an employment application with the UC self-identification survey for a specific position, regardless of whether they meet the minimum or preferred qualifications listed in the position description.
2. **Qualified Candidates** – All applicants who have been determined to meet all minimum qualifications and any preferred qualifications for the position for which they applied.
3. **Presented Candidates to Committee** – Selected qualified candidates whose application materials are reviewed by a search advisory committee to determine which candidates to interview.
4. **Committee Interviewed Candidates** – Selected qualified candidates who complete a first-round search advisory committee interview.
5. **Finalist Interviewed Candidates** – Selected qualified candidates who complete second-round interviews with the hiring executive.
6. **Hired** – Selected final qualified candidate who is offered and accepts the position.

For more information, see [Personnel Policies for Staff Members 20 \(Recruitment and Promotion\)](#), [Personnel Policies for Staff Members 21 \(Selection and Appointment\)](#), [Anti-Discrimination Policy](#), [Frequently Asked Questions for Academic & Staff Employees – Self-Identification Surveys](#)

5. UC Workforce Recruitment Inclusion Strategies

Diversity encompasses the intersection of professional experiences and skills, personal experiences, identities, values, and world views that arise from differences of culture and circumstance. Such differences include race, ethnicity, gender, age, religion, language, abilities/disabilities, sexual orientation, gender identity, socioeconomic status, and geographic region, veteran status, and more. Recognizing diversity in the workplace is beneficial to maximize productivity, enhance innovation, and improve employee engagement.

Diversity in the workforce refers to the additive contributions individuals bring to a group or organization. When a group is diverse, leaders can examine how each individual in the

group contributes to the group diversity, as opposed to calling a group “diverse” by simply adding one person who seems different from the rest. Diverse is used to define the composition of a group and often used as an umbrella term while referring to people of different identities, groups, and other. Therefore, describing groups as diverse may be appropriate, while describing a person as diverse does not recognize and value them as an individual.⁴

To support UC in achieving its commitment to diversity through advancing equity and equal opportunity, recruitment definitions and metrics are used to assess how well UC’s workforce diversity reflects the diversity of the student, staff, faculty, and California populations. UC utilizes legal and UC policy required applicant data to assess and inform its inclusive recruitment strategies. UC employee recruitments use the metric “applicant or candidate from historically excluded and currently underrepresented populations,” which is defined as an individual who voluntarily self-identifies in their position application as one or more of the following historically excluded populations who are currently underrepresented in the workforce, in the categories of abilities/disabilities, gender identity, race and ethnicity, sexual orientation, and veteran status.

UC’s inclusive recruitment strategies apply good faith efforts to achieve diverse applicant and candidate pools throughout each stage of the recruitment process. They are critical to helping UC achieve its commitment to diversity as identified in Regents Policy 4440: Policy on University of California Diversity Statement, and to meet its obligations as a federal contractor as an equal employment opportunity and affirmative action employer. The strategies assist in increasing the potential for a diverse candidate pool to provide opportunities to increase diversity of representation in the University workforce. UC’s inclusive recruitment strategies include, but are not limited to:

- Implement a consistent, standard, structured recruitment process for all executive recruitments.
- Use inclusive and gender-neutral language in position descriptions, advertisements, and announcements.
- Include position description qualification for demonstrated self-awareness and active commitment and engagement with others to enhance equity, diversity, and inclusion in decisions and actions.
- Develop position descriptions with required and preferred qualifications that are critical to success in the position. Avoid qualifications that may exclude or deter prospective applicants with non-traditional education and/or career paths.
- Require applicants to submit an Equity, Diversity, and Inclusion Contributions Statement with application materials.
- Increase targeted outreach to advertise position to position specific diverse organizations, groups, and community contacts.
- Solicit nominations and referrals from internal and external leadership and employees and partners from higher education institutions or other peer organizations.
- Require hiring managers complete managing implicit bias and UC recruitment policies and processes trainings.
- Ensure recruitment or selection advisory committees are inclusive and represent broad aspects of diversity and require committee members complete managing implicit bias and UC recruitment policies and procedures trainings.
- Include a Recruitment Equity Advisor on recruitment or selection advisory committees to ensure process and decisions are equitable and minimize bias.

⁴ Mackenzie, L.N., & Abad, M.V. (2021). Are Your Diversity Efforts Othering Underrepresented Groups? *Harvard Business Review*. <https://hbr.org/2021/02/are-your-diversity-efforts-othering-underrepresented-groups>.

- Use position-specific candidate evaluation rubric and form to ensure consistent rating of required and preferred qualifications for each applicant's materials and other interview processes.
- Include interview questions that provide candidates with an opportunity to share their perspective and what they have done to champion or support equity, diversity, and inclusion in the workplace, and what they envision doing if hired for the position.