

2000 - 2001

***Control Unit
Staff Affirmative Action Plan***

***Additional Resources
Tools for Managers***

Staff Affirmative Action Office
U n i v e r s i t y o f C a l i f o r n i a
B E R K E L E Y

**2000-2001 Control Unit Staff Affirmative Action Plan
Additional Resources: Tools for Managers
University of California, Berkeley**

As a supplement to the Control Unit Staff Affirmative Action Plan, this packet is intended to provide tools and resources to help managers and supervisors promote an inclusive work environment. This packet includes:

- a checklist for managers and supervisors
- a list of tools that managers and supervisors can use
- a list of selected books, videos, educational programs
- an explanation of the customized consultation and educational services that the Staff Affirmative Action Office offers

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DO THE RIGHT THING: A CHECKLIST FOR MANAGERS AND SUPERVISORS

Good Faith Efforts are specific actions that employers can take to fulfill their EEO/AA responsibilities. Examples of “good faith efforts” follow:

General: To promote equal opportunity and achieve a work place that is free of discrimination.

- Communicate your commitment to EEO/AA to all employees.
- Ensure that employees are aware of nondiscrimination policies and procedures; post policies in a visible location.
- Ensure that departmental processes, procedures, and systems are nondiscriminatory and free of bias.
- Process and/or maintain EEO/AA records in accordance with established procedures.
- Evaluate supervisors for making good faith efforts in EEO/AA; document in performance appraisals.
- Ensure that reasonable accommodations are made for disabled employees.
- Promote staff development.
- Take appropriate and timely action when there’s been an allegation of sexual harassment.
- Attend workshops to enhance your knowledge in this area (see workshop selections on page 14).

Recruitment: To ensure opportunities for all qualified applicants, including underutilized groups.

- Identify affirmative action placement goal(s) for all job openings.
- Contact the Employment Analyst, Outreach Coordinator, or Technical Recruiter to develop a general and targeted recruitment strategy, including a strategy for internal campus recruitment, as soon as you know of vacancy.
- Develop a contingency plan if the initial recruitment effort does not bring in a sufficiently diverse pool.
- Allow sufficient time, including extension of recruitment, to recruit a diverse applicant pool (a two week time period may not be enough).
- Conduct department-level targeted recruitment for all job openings in which there is underutilization.
- Design customized flyers and letters to invite applicants.
- Send out flyers and letters announcing the job before the job is posted in the Job Listings to give campus staff organizations time to post and disseminate information to their members.
- Ensure that outreach efforts also encourage qualified applicants with disabilities and covered veterans.
- Use the Supplemental Mailing List and Inreach Recruitment List of Campus Staff Organizations for targeted recruitment efforts (contact your employment analyst or see the Additional Resources: Recruitment Resources packet at <<http://hrweb.berkeley.edu/aaeeo/cuaaplan.htm>>).
- Indicate the affirmative action placement goal(s) on the Job Vacancy Listing (JVL) Form (see the Additional Resources: Recruitment Resources packet at <<http://hrweb.berkeley.edu/aaeeo/cuaaplan.htm>>).

Selection: To hire the most qualified applicant using a fair and nondiscriminatory process.

- Review the selection process to ensure that it treats each applicant fairly and consistently. Consult with your Employment Analyst.
- Review the interview format and questions for possible bias. Consult with a diverse group of individuals, your Employment Analyst, or the Staff Affirmative Action Office.
- Ensure that reasonable accommodations are made to applicants needing them.

- If using a group interview process, create a diverse selection panel. Contact your Employment Analysts and/or members from campus staff organizations to serve on panel.
- Assess all applicants using the same selection criteria.
- Consider all skills that qualify the applicant, including experience with actual tasks as well as transferable skills, when reviewing job applications.
- Interview as many applicants as possible to increase opportunity.
- Use competency-based interviewing techniques.
- Eliminate interview questions that are not job related. Keep written records of all applicants interviewed and be certain that the information recorded relates to the individual's ability to perform the duties.
- Check references *after* the interview and ask job-related questions about the applicant's skills, knowledge, and abilities to do the job. Document questions and answers.
- Be consistent with reference checks. Weigh information received consistently for all applicants.
- Give all applicants an opportunity to address any negative feedback from reference checks.
- Ensure that selection panel members discuss the impact of common biases such as stereotyping, unsubstantiated first impressions that may influence a decision, and assessments based on different "comfort levels" with people of dissimilar groups.
- Document the selection process fully. Retain all records (interview questions/notes, reference check questions/notes, and the completed Interview Data Form).
- Attend the Competency-based Interviewing workshop.

Promotional/Development Opportunities: To make career development and promotional opportunities available to interested and qualified employees, including minorities and women.

- Consider using departmental resources to create staff internships.
- Allow staff to apply for staff internships.
- Encourage staff to participate on departmental and campus committees to enhance development.
- Inform all staff of internal staff development and promotional opportunities.
- Promote and support employee training and development for all employees.
- Encourage employees to develop career plans and acquire training to enhance knowledge and skills.
- Provide mentoring on the job to enhance upward mobility.

Reclassifications: To ensure fairness and nondiscrimination in the reclass process.

- Ensure that all employees understand the reclassification process and the criteria for reclasses.
- In assessing reclassifications, consider if others in similar job classifications who may be interested in upward mobility have access to higher level duties and/or training to develop competencies.
- Determine whether certain jobs lead to reclasses more than others, and who has access to those jobs.
- Review your department's history in terms of reclassifications and its impact on different groups. Note patterns, trends, or areas of concern, particularly for minorities and women.

Terminations: To ensure fairness and nondiscrimination in the termination process.

- Explore other alternatives (retraining/reassignment) before making a decision to terminate.
- Document the rationale and process for each termination and ask your Employee Relations Specialist or the Staff Affirmative Action Office to review.
- Review the unit's history in terms of terminations and its impact on different groups. Note patterns, trends or areas of concern, particularly for minorities and women. Consult with the Staff Affirmative Action Office.

Developing Inclusive Work Environments Toolkit for Managers

TOOL	TYPE	PURPOSE	USEFUL FOR	LIMITATIONS
Action Plan	Process	<ul style="list-style-type: none"> individual or group behavior change increases accountability 	<ul style="list-style-type: none"> changing own behavior (role modeling) enhancing individual performance 	<ul style="list-style-type: none"> assumes people have control over their own lives; other philosophical orientations counter to this exist
Behavioral Feedback	Process	<ul style="list-style-type: none"> provides feedback/input promotes learning increases accountability can lead to individual or group behavior change 	<ul style="list-style-type: none"> group projects performance evaluations standing meetings team building 	<ul style="list-style-type: none"> dependent upon trust takes time for preparation and execution
Brainstorming	Process	<ul style="list-style-type: none"> increases participation generates new ideas/options promotes staff input creates a more inclusive environment allows for diverse opinions 	<ul style="list-style-type: none"> group problem-solving staff input team-building 	<ul style="list-style-type: none"> may be difficult for some cultural groups to express themselves verbally and in group settings, provide other options, e.g., written ideas anonymously
Communication Questions	Assessment	<ul style="list-style-type: none"> reduces blind spots problem assessment/identification promotes cultural relativity 	<ul style="list-style-type: none"> any communications, particularly conflicts/difficult communications 	<ul style="list-style-type: none"> takes time for preparation and execution
Groundrules/Agreements	Process	<ul style="list-style-type: none"> creates a safe environment creates a more inclusive environment promotes fairness allows for diverse opinions reduces conflict increases accountability 	<ul style="list-style-type: none"> group projects staff meetings team building 	<ul style="list-style-type: none"> people must be willing to tell a person when he/she violates groundrules/agreements takes time
Group Roles	Process	<ul style="list-style-type: none"> provides structure increases participation can increase meeting effectiveness 	<ul style="list-style-type: none"> on-going meetings 	<ul style="list-style-type: none"> takes time
Mutual Invitation	Process	<ul style="list-style-type: none"> increases participation creates safety/inclusion 	<ul style="list-style-type: none"> meetings team building 	<ul style="list-style-type: none"> may seem artificial in the beginning takes time

Tools That are Useful in Various Management Tasks

Management Task	Action Plan	Behavioral Feedback	Brainstorming	Comm. Questions	Groundrules/Agreements	Group Roles	Mutual Invitation
1. Assigning Work		X	X	X	X		
2. Coaching (Observation and Feedback)	X	X		X	X		
3. Conducting Staff Meetings		X	X	X	X	X	X
4. Conducting Standing Meetings	X	X	X	X	X		
5. Developing Work Teams	X	X	X	X	X	X	X
6. Employee Development	X	X	X	X	X		
7. Performance Appraisal	X	X	X	X	X		
8. Providing Rewards/Recognition (Getting Input)		X	X	X	X		X
9. Setting Performance Standards		X	X	X	X		
10. Setting Work Rules (Getting Input)			X	X	X		X

For additional information about this document, contact the Staff Affirmative Action Office by phone (510-642-5002) or by email <saao@uclink4.berkeley.edu>.

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SELECTED EDUCATIONAL TITLES

Videos

“America Becoming,”

Five vignettes of immigrant experiences in America. *Available at the UCB Moffitt Library.*

“The Art of Resolving Conflicts in the Workplace,” with Lawrence D. Schwimmer.

Adapted from *Winning Face to Face*, an International Video Network Presentation. The video discusses various topics, including “I versus You” language, self-interest, limit-setting and using consequences. *Available at the UCB Moffitt Library.*

“Before Stonewall: The Making of a Gay and Lesbian Community,” 87 min., 1986.

John Scaglioti directs this documentary of the public and private experiences of Gay and Lesbian Americans from the 1920’s to the present. Includes segments about the Gay Rights Movement and the pivotal 1967 riots in the New York City gay bar, The Stonewall Inn. Rita Mae Brown narrates. *Available at the UCB Moffitt, Berkeley Public, and Richmond Public Libraries.*

“Blue-Eyed,” with Jane Elliott, 90 min.

Viewers participate vicariously in the “blue-eyed/brown eyed” exercise conducted by Jane Elliott, a pioneer in racism awareness training. In the video we see adults from Kansas City, Missouri, who were invited by a local organization to take part in a workshop about appreciating diversity. We watch as the group is divided according to eye color. Ms. Elliott gained national attention in 1968 when she developed her blue-eyed/brown eyed exercise (in which participants are treated as inferior or superior based solely on the color of their eyes) and conducted it in her third grade class to help her students understand racism and discrimination. *Available at the UCB Staff Affirmative Action Office.*

“The Dynamics of Diversity,” with Roosevelt Thomas, 48 min.

Diversity pioneer Roosevelt Thomas sets the context by defining diversity and examining seven reactions to diversity by organizations, six of which are aimed at eliminating or minimizing diversity. To order: contact AMI: American Media, Inc., (\$495), Service representative: Jim Pfalsgraff, 4900 University Avenue, West Des Moines, IA 50266-6769, Voice: 800-262-2557, FAX: 515-224-0256. *Available at the UCB Staff Affirmative Action Office.*

“Ethnic Notions,” produced and directed by Marlon Riggs, 56 min., 1987.

Riggs examines the prevalence of deeply rooted stereotypes and the history of anti-black prejudice in America. Race relations are traced by linking various stereotypes to dominant white society’s shifting needs to justify black oppression. *Available at the UCB Staff Affirmative Action Office, UCB Moffitt, Berkeley Public, and Richmond Public Libraries.*

“Invisible Rules: Men, Women & Teams,” with Pat Heim, 34 min.

Viewers will see how gender cultures can clash in the context of leader/subordinate and team communications, and learn how to improve team communication between men and women. *Available at the UCB Staff Affirmative Action Office.*

“Power Dead Even Rule,” with Pat Heim, 36 min.

Viewers will understand that men and women behave and communicate differently because they are raised in two separate gender cultures. Learn the internal “rules” each gender uses to define appropriate adult behavior and see how genders can clash in the context of typical workplace communication. Learn how to improve workplace communication between men and women instead of placing the blame on either gender. *Available at the UCB Staff Affirmative Action Office.*

“Rights of Passage,”

This video explores the lives of the disabled in Berkeley. This documentary also includes the services that are available to disabled people. *Available at the UCB Moffitt, and Berkeley Public Libraries.*

“Skin Deep,” directed by Frances Reid, 53 min., 1995.

The video follows a multi-cultural group of college students as they reveal their prejudices, bare their wounds and try to understand each other. Filmed over a weekend, the director follows the students home to uncover the roots of their beliefs. Out of frank, dramatic, discussions of affirmative action, internalized racism and cultural identity, the students eventually confront the deep-seated barriers to creating a campus atmosphere which respects diversity yet promotes community. To order: contact Iris Films (\$195 for educational institutions), 22-D Hollywood Avenue, Hohokus, NJ 07423, Voice: 201-652-6590 / 800-343-5540, FAX: 201-652-1973. *Available at the UCB Staff Affirmative Action Office.*

“True Colors,” 19 min., 1991.

In this edition of ABC’s “Prime Time,” host Diane Sawyer follows two college educated men in their mid-thirties, one black, one white, as they involve themselves in a variety of everyday situations to test levels of prejudice based on skin color. This video clearly illustrates the concept of White privilege. *Available at the UCB Employee Development & Training Library.*

“The Way Home,” directed by Shakti Butler, 92 min., 1998.

Sixty-four women representing a cross-section of cultures in America, come together to share their experiences of oppression through the lens of race. Separated into eight ethnic councils, (Indigenous, African-American, Arab, Asian, European-American, Jewish, Latina and Multi-Racial) the women explore their stories of identity, oppression and resistance. To order: contact Iris Films (\$350) -- (for Iris Films see Skin Deep information.) *Available at the UCB Staff Affirmative Action Office.*

Books

America's Competitive Secret: Women Managers, by Rosener, Judy B., New York: Oxford University Press, 1995

The author argues that the unique contributions of female professionals to the American economy constitute a competitive advantage to those organizations that successfully change to more fully utilize women's talents. In easily understood language, the author synthesizes issues associated with women in management strategy, human resources, and workplace environment, and relates her analysis to work practices and organizational effectiveness. The author's examples focus on white women working in organizations dominated by white men; but includes brief discussions of the experiences of black women and men "as a reminder that issues tend to look very different at the intersection of race and gender." *Available at UCB Staff Affirmative Action Office, UC Berkeley's Business & Economics and Moffitt Libraries; and at the central branch of the Berkeley Public Library.*

Asian American Experience in the United States, by Lee, Joann Faung Jean, New York: McFarland & Co., 1991

This book provides oral histories of first to fourth generation Americans from China, the Philippines, Japan, India, the Pacific Islands, Vietnam, and Cambodia. Lee breaks the stereotype that Asian Americans can be categorized as one group lacking distinctive ethnic and cultural differences. Each of the three sections of the book explore profiles of individuals' experiences with: culture, economic lifestyles, and family relationships; aspects of Americanization; and interracial marriage. *Available at the UCB Moffitt, Berkeley Public, and Oakland Public Libraries.*

Beyond Culture, by Hall, Edward T., New York: Anchor Books/Doubleday, 1989

This fundamental work on culture gives an in-depth analysis of the culturally determined yet unconscious attitudes that mold our thoughts, feelings, communications, and behavior. This book continues from The Silent Language and The Hidden Dimension to discuss the covert cultural influences that impact cross-cultural encounters.

Beyond Race and Gender: Unleashing the Power of Your Total Work Force by Managing Diversity, by Thomas, Roosevelt R., New York: American Management Assoc., 1991

Thomas discusses how the ability to manage workforce diversity successfully has become an imperative for the next decade. Through case studies and an action plan, the author challenges managers to use the great resources and power of their diverse organizations. Thomas explores the interrelationships of affirmative action, valuing differences, and managing diversity, and how each of these trends fare in the competitive corporate environment. *Available at the UCB Staff Affirmative Action Office, UCB Staff Ombuds, UCB Moffitt, and Berkeley Public Libraries.*

Black and White Styles in Conflict, by Kochman, Thomas, Chicago: University of Chicago Press, 1981

This book examines the culture-based behavior of blacks and whites in the U.S., and explores black values and the integrity and sensibility of black culture. Kochman puts particular stress on the ways blacks and whites deal verbally (and nonverbally) with conflict and confrontation and on how their different ways of behaving affect everyday relationships. *Available at the UCB Staff Affirmative Action Office, UCB Staff Ombuds, UCB Moffitt, and Berkeley Public Libraries.*

Breaking the Glass Ceiling, by Morrison, Ann, et.al., MA: Addison-Wesley Publishing, 1987

Based on a study of executives, this book examines the factors that determine the success and failure of women in corporate America. *Available at the UCB Staff Affirmative Action Office.*

Counseling the Culturally Different: Theory and Practice, by Sue, Derald Wing, Edwin Richardson, Rene A. Ruiz, and Elsie Smith, 3rd Ed. New York: John Wiley & Sons, 1990

Through case histories, the authors address cross-cultural issues and concepts in counseling specific populations, and critical incidents in cross-cultural counseling. Other important topics addressed include credibility, cultural identity, and cross-cultural counseling skills. *Available at the UCB Staff Ombuds and UCB Moffitt Libraries.*

Cultural Diversity in Organizations, Theory, Research and Practice, by Cox, Taylor Jr., San Francisco, Berrett-Koehler, 1994

Through analysis at three levels--of individuals, groups, and organizations--the author surveys the topic of cultural diversity in a format designed to aid in teaching, organizational development, and scholarship. From a definition of cultural diversity and a discussion of the importance and challenge of managing diversity, the author moves into an extended analysis of social and psychological ways that cultural diversity influences organizational behaviors and outcomes. In the last chapters of the volume, development of an organization to manage diversity is addressed. *Available at the UCB Staff Affirmative Action Office, UC Berkeley's Business & Economics and Moffitt Libraries; and at the central branch of the Berkeley Public Library.*

A Different Mirror: A History of Multicultural American, by Takaki, R., Boston: Little, Brown, 1993

Beginning with the colonization of the New World and ending with the Los Angeles riots of 1992, this book recounts U.S. history from the perspective of people of color and marginalized White immigrants.

Diverse Teams at Work: Capitalizing on the Power of Diversity, by Gardenswartz, Lee and Anita Rowe, Chicago: Irwin Professional Publishing, 1994

Focusing on teams, the authors explain how diverse teams differ from those that are homogeneous, and how the diversity of team members can influence fundamental aspects of team dynamics. Processes, activities, and tools are provided to assist in building task focus, team relationships, and team-member interdependence. Process interventions are suggested to help keep diverse teams on track and moving forward at difficult stages; suggestions and models for new teams, for integrating new members into existing teams, and for team leaders rounds out this comprehensive how-to manual. *Available at the UCB Staff Affirmative Action Office and UC Berkeley's Business & Economics Library.*

Faces at the Bottom of the Well: The Permanence of Racism, by Bell, Derrick. New York: Basic Books, 1992

Through a series of allegorical stories and encounters with fictional characters, Bell displays how racism is an integral and permanent element of our society. The author addresses issues including affirmative action, the disparity between civil rights law and reality, and the temptation toward violent retaliation. *Available at the UCB Moffitt, Berkeley Public, Oakland Public, El Cerrito Public, and Richmond Public Libraries.*

Facilitator's Guide to Participatory Decision-Making, by Kaner, Sam, et.al., Canada: New Society Publishers, 1996

A comprehensive guide on how to facilitate participatory decision-making groups. Focuses on skill development of facilitators and roles; provides practical information on group dynamics, how to handle difficult situations, etc. To order: (\$24.95), New Society Publishers Canada, P.O. Box 189, Gabriola Island, BC V0R 1X0, Voice: 800-567-6772, FAX: 604-247-7471. *Available at the UCB Staff Affirmative Action Office.*

Implementing Diversity, by Loden, Marilyn, Chicago: Irwin Professional Publishing, 1996
Presentation of an historical overview and a series of case studies designed to assess where an organization stands in its efforts to implement diversity models; identify barriers to program implementation; and overcome those barriers. The volume combines context and overview with practical rules of thumb and real-life examples, and is written both for managers and diversity specialists who are not satisfied with the current state of their organization's valuation of diversity; and for those who are just beginning to implement organizational change in support of diversity. *Available at the UCB Staff Affirmative Action Office and UC Berkeley's Business & Economics Library.*

Living with Racism: The Black Middle-Class Experience, by Feagin, Joe R. and Melvin P. Sikes, Boston: Beacon Press, 1994

In this volume of interviews and analysis, the authors demonstrate that unqualified examples of material success and integration in the African American community are largely illusion, belied by vivid, persistent, recurrent, and debilitating hostility and discrimination experienced by African Americans in the middle-class. Real-life stories set in the workplace, in higher education, and in the quest for a "good home and neighborhood," vividly portray the simple--and to many Americans counterintuitive--truth that "strong evidence of their hard work and personal achievements does not protect [middle-class African Americans] from white discrimination." *Available at the UCB Staff Affirmative Action Office, UC Berkeley's Moffitt Library, and at the City of Berkeley's Central, North Branch, and South Branch libraries.*

Making Diversity Happen: Controversies and Solutions, by Morrison, Ann M., et al., Greensboro, N.C.:Center for Creative Leadership, 1993

A synthesis of views, experiences, and practical methods of diversity program development and implementation as advanced by participants in a 1992 conference hosted by the publisher on "Leadership Diversity: Beyond Awareness Into Action." The volume is arranged in chapters on the meaning of diversity; how to move an organization toward commitment to diversity; and implementation of diversity practices. *Available at the UCB Staff Affirmative Action Office,UCB Business School library; may be ordered directly from the publisher at <http://www.cd.org/publications/> or call 336-545-2805.*

A Manager's Guide to Sexual Orientation in the Workplace, by Powers, Bob and Alan Ellis, NewYork: Routledge, 1995.

Through the work- and life-histories of thirteen individuals of diverse sexual orientations, the authors delineate how this dimension of diversity impacts workplace productivity, and how an inclusive work environment improves workers' performance. Methods and techniques proven in workplaces in America and internationally are provided to help managers transform their work environment into one that welcomes individuals of all sexual orientations and achieves resultant productivity increases. *Available at the UCB Staff Affirmative Action Office and UC Berkeley's Business & Economics Library.*

Managing Diversity, A Complete Desk Reference and Planning Guide, Gardenswartz, Lee and Anita Rowe, New York: McGraw-Hill, 1998

Offers a comprehensive plethora of tools and activities for managers, trainers, consultants and facilitators. Chapters focus on diversity and and through that lens examines topics such as building diverse work teams, performance appraisal systems, making meetings work, recruitment, staff development, recognition, evaluation and measurement of diversity initiatives, etc.

Multi America: Essays on Cultural Wars and Cultural Peace, ed. Reed, Ishmael, New York: Viking, 1997

A collection of essays that challenges the notion that "American Culture" is confined within the narrow boundaries of Anglo history, institutions, and values. Critics who insist that diverse elements of European culture have also been sublimated to the voracious Anglo norm. Join scholars, students, journalists, and students of African, Latino, and Asian, and multi-cultural disciplines and background in breaking open the fundamental concept of what an "American Culture" might actually be. *Available at the UCB Staff Affirmative Action Office, UC Berkeley's Moffitt and Ethnic Studies Libraries, and at the City of Berkeley's Claremont, North, and South Branch libraries.*

The Nature of Prejudice, by Allport, Gordon W., MA: Addison-Wesley Publishing, 1988

The classic study of the roots of discrimination, originally published in 1954, offers important information and insights for those learning about or dealing with prejudice and stereotyping. *Available at the UCB Staff Affirmative Action Office.*

The New Leaders: Guidelines on Leadership Diversity in America, by Morrison, Ann, San Francisco: Jossey-Bass, 1992

Using personal interviews with nearly two hundred managers in organizations recognized for their model diversity programs, this book shows how companies can reach a broader market, improve employee satisfaction, and increase productivity when diversity becomes an integral part of their business strategy. *Available at the UCB Staff Affirmative Action Office and UCB Moffitt Library.*

Portraits of White Racism, by Wellman, David T., New York: Cambridge University Press, 1977. (2nd ed. 1993).

Through the eyes of five white Americans of diverse political views, class origins and position, ages, and sexes, this atypical sociological study portrays a complex range of feelings white people have about blacks and other minorities in American society circa the late 1970s. Correlating economic interests with racist attitudes and behavior, the author uses vivid portraits of real individuals to show how, even in the absence of prejudice, racism serves to maintain an unequal balance of power and privilege between people of different races. A second edition, which critiques recent sociological theories about racism and includes new research by the author (including analysis of Berkeley students' opinions about affirmative action in UC admissions), was published in 1993. *Available at the UCB Staff Affirmative Action Office and UC Berkeley's Moffitt Library.*

The Promise of Diversity: Over 40 Voices Discuss Strategies for Eliminating Discrimination in Organizations, by Cross, Elsie Y. et al, Ed., Burr Ridge, IL: Irwin Professional Publishing, 1994

A collection of insightful articles that represent the views of over 40 leaders, researchers, and practitioners who are actively working to address issues of oppression and diversity in organizations. *Available at the UCB Staff Affirmative Action Office and UCB Moffitt Library.*

Race, class, and Gender: An Integrated Study, 3rd ed., ed. Rothenberg, P.S., New York: St. Martin's Press, 1995.

This collection of essays provides a multi-racial perspective on racism, sexism, and classism in the U.S.

The Skilled Facilitator, by Schwarz, Roger M., San Francisco: Jossey-Bass Inc., 1994

This book provides integrated, practical and proven ways to help facilitators work effectively with groups. *Available at the UCB Staff Affirmative Action Office*

Teaching for Diversity and Social Justice, ed. Adams, Maurianne, et al., New York: Routledge, 1997

A sourcebook of theoretical and practical material to be applied in bringing social justice issues into classrooms and workshops of all levels and degrees of formality. The volume addresses issues that complicate communication between members of diverse social groups of unequal power and privilege, and includes examples of activities for both classrooms and workshops. *Available at the UCB Staff Affirmative Action Office. Also available through Routledge Press, 29 West 35th St., New York, NY 10001-2299, and through <http://www.thomson.com/routledge/default.html>.*

Voices of Diversity, by Blank, Renee and Sandra Slipp, New York: AMACOM, 1994

This book gives managers new insights through case studies that illustrate the most typical diversity problems in the workplace. It provides practical advice and solutions for resolving problems. It also offers insights into group identity and important points of awareness to assist supervisors in developing the understanding needed to manage a diverse workforce. *Available at the UCB Staff Affirmative Action Office, UCB Staff Ombuds and UCB Moffitt Libraries.*

The Whole Brain Business Book: Unlocking the Power of Whole Brain Thinking in Organizations and Individuals, by Herrmann, Ned, New York: McGraw-Hill, 1996

Organized around the author's classification of thinking styles into four "thinking selves"--the Analyzer, Organizer, Personalizer, and Visualizer--this book explains how individuals tend toward their own dominant patterns of thought, and are most satisfied when the requirements of their job are aligned with the natural tendencies of their thinking styles. Organizationally, the author explains how an integration of thinking styles into 'mentally diverse' teams generates the most creative and effective solutions, and how a management team cognizant of differences in thinking styles can coax higher productivity out of a happier work force. The foundation of The Diversity Game comes out of this book. *Available at the UCB Staff Affirmative Action Office and UC Berkeley's Business & Economics Library.*

"Why Are All the Black Kids Sitting Together in the Cafeteria?" and Other Conversations About Race, by Tatum, Beverly Daniel, New York: Basic Books, 1997.

The author of this volume, a psychologist and professor of psychology, discusses the development and evolution of racial identity in children, adolescents, and adults of all racial (including multi-racial) backgrounds. Advocating a clear and open acknowledgment of racial identity as fundamental to socially constructive cross-racial dialogue, a rich appendix of resources is included for use "as starting points for those who want a better understanding of racism, its historical roots, and most important, what we can do about it." *Available at the UCB Staff Affirmative Action Office, UCB Moffitt Library, and Berkeley's Central and West Branch libraries.*

Workforce America! Managing Employee Diversity as a Vital Resource, by Loden, Marilyn and Judy B. Rosener, Illinois: Business One Irwin, 1991

The authors discuss the changing demographics of the American workforce and stress the need to foster cooperation and teamwork among employees of great diversity in order for an organization to maintain its competitive edge. Loden and Rosener argue the benefits of valuing diversity over the "assimilation" approach, and propose strategies for managing diversity. *Available at the UCB Staff*

Affirmative Action Office and UCB Moffitt Library.

Other Resources

Diversity Newsletter: Cultural Diversity at Work

Provides the resources that encourage diverse people to work together and conduct business effectively. For more info contact: Cultural Diversity At Work (206) 362-0336; www.diversityhotwire.com

The Staff Affirmative Action Office, University of California, Berkeley Web Page has links to general off-campus sites including links to federal regulations, equal opportunity and affirmative action history and information, etc. <<http://hrweb.berkeley.edu/hrsaa.htm>>

On-line Diversity Calendars <<http://www.multnomah.lib.or.us/lib/divcal/index.html>>

The Discovering Diversity Profile, by A. Mendez-Russell, F. Wilderson, Jr., and A. Tolbert

To order: contact HR Press (\$425), P.O. Box 28, Fredonia, NY 14063, Voice: 800-444-7139, FAX: 716-679-3177.

The Diversity Tool Kit, by Lee Gardenswartz and Anita Rowe

To order: contact HR Press (\$349), P.O. Box 28, Fredonia, NY 14063, Voice: 800-444-7139, FAX: 716-679-3177.

The Diversity Game, developed by Ted Coulson & Alison Stickland

To order: contact Herrmann International (\$80), 794 Buffalo Creek Road, Lake Lure, NC 28746, Voice: 828-625-9153 or 800-432-HBDI, FAX: 828-625-1402, <<http://www.hbdi.com/>>

Equal Employment Opportunity & Non-Discrimination

Pamphlets

All pamphlets are available from the California Department of Fair Employment and Housing (DFEH), 800-884-1684; or mail request to: Department of General Services, Publications Unit, PO Box 1015 or 4675 Watt Avenue, North Highlands, CA 95660. One copy of every publication is free. Additional publication copies sold by package only @ \$8.50 per package of 25. Checks/money orders should be made payable to Procurement - Publications.

- *A Guide for Complainants*
- *A Guide for Respondents*
- *Discrimination is Against the Law*
- *Employment Discrimination based on Disability*
- *Pre-Employment Inquiry Guidelines*
- *Sexual Harassment is Forbidden by Law*
- *Watch Your Language!*
- *Your Right to Freedom From Violence*

LIST OF EDUCATIONAL PROGRAMS, WORKSHOPS, AND TRAINING COURSES

The Office of Human Resources Employee Development and Training Unit (EDT) offers workshops and programs to all employees, including minorities and women, to assist them in improving and upgrading skills. Extensive outreach is done for most of these programs in order to ensure that underutilized minorities and women have access to them. Visit the Office of Human Resources website for additional workshop offerings <<http://hrweb.berkeley.edu/hrclass.htm>>.

Workshops & Training Programs

Managing Diversity Workshop: Tools For Your Workplace • The Staff Affirmative Action Office offers this two-part interactive workshop and lab for managers, supervisors and other professionals. Participants will build awareness around diversity issues and provide tools and strategies that can be applied to attack real work place problems. Part I will provide the foundation for understanding the relationship between diversity and management, and showcase a number of strategies, tools and concepts that will be used in the lab (Part II) to address work place problems identified by the participants. Part II is a practicum where participants will have an opportunity to bring in their own work place issues, apply the concepts and tools learned in Part I, and leave with an action plan. **Offered: November 7 & 14, 2000 (8:30 a.m. – 12:30 p.m.) Section Club Room, Tang Center. Contact: Katy Curtis, 2-5002.**

Diverse Work Environments: Increasing Your Personal Effectiveness • This Staff Affirmative Action Office workshop focuses on increasing personal awareness around diversity issues, and will include interactive exercises designed to help participants: learn tools and strategies that can help you have more effective working relationships with co-workers and supervisors; identify and examine your own cultural filters, assumptions and biases; and understand how diversity manifests itself in the workplace. **Offered: November 28, 2000 (8:30 a.m. – 12:00 p.m.) Section Club Room, Tang Center. Contact: Katy Curtis, 2-5002.**

Diversity Video Series • Sponsored by CARE Services for Faculty and Staff and the Staff Affirmative Action Office, this video series focuses on various aspects of diversity in our community. Participants may attend one or all of the showings. A facilitated discussion will follow each presentation for those able to stay. Offered: Dates noted with video, Section Club Room, Tang Center. Contact: CARE Services, 3-7754.

- ***Invisible Rules: Men, Women, and Teams*** • “Invisible Rules” explores how men and women grow up in different cultures, learning different lessons about what it means to be a leader and what it means to be a team player. These differences are not right or wrong but they can result in confusion and conflict. By making these invisible rules visible, the video provides the basis for better understanding, communication, and teamwork. **Offered: September 19, 2000 (12-1:30 p.m.).**
- ***Ethnic Notions: Black People in White Minds*** • “Ethnic Notions” is an award-winning documentary which takes viewers on a disturbing voyage through American history, tracing for the first time the evolution of the deeply rooted stereotypes which have fueled anti-black prejudice. **Offered: October 24, 2000 (12-1:30 p.m.).**

- ***The Dynamics of Diversity*** • Diversity pioneer R. Roosevelt Thomas, Jr. sets the context by defining diversity and examining seven reactions to diversity by organizations, six of which are aimed at eliminating or minimizing diversity. **Offered: November 21, 2000 (12-1:30 p.m.).**
- ***Skin Deep*** • “Skin Deep” documents what happens when culturally diverse students from colleges across the United States start talking candidly with each other about the impact of race on their experience and outlook. This dynamic media resource will provide viewer with insights into possibilities for change as well as be a catalyst for constructive inter-racial dialogue. **Offered: February 20, 2000 (12-1:30 p.m.).**
- ***The Way Home*** • This video presentation, produced locally in the Bay Area, features sixty-four women representing a cross-section of cultures, who meet in "councils" defined by ethnicity: African American, Arab, Asian, European-American, Indigenous, Jewish, Latina and Multi-Racial. Various excerpts show how, with uncommon courage, they speak honestly about race, gender, and class in the United States. **Offered: March 20, 2000 (12-1:30 p.m.).**
- ***Black Is, Black Ain't*** • “Black Is, Black Ain't” weaves together the testimony of those whose complexion, class, gender, speech, or sexuality has made them feel “too black” or “not black enough.” this video is an important contribution towards building a black community based on profound empathy for the struggle for self-affirmation fought by each African American. **Offered: April 24, 2000 (12-1:30 p.m.).**

Do the Right Thing: A Leader's Challenge • Designed for directors and unit heads, this foundational workshop provides an overview of concepts and strategies needed to create fair and bias-free selection processes and inclusive work environments. Find out the latest on affirmative action and get your questions answered. **Contact: Staff Affirmative Action Office, 2-5002.**

Maximizing Staff Potential: How to Create an Inclusive Work Environment • What does an inclusive work environment look like? What are its benefits and risks? What can you do as a manager to create and maintain a climate of inclusiveness? Explore these questions and learn practical strategies you can apply to the work setting. **Contact: Staff Affirmative Action Office, 2-5002.**

Competency Based Interviewing • Learn how to determine the core competencies needed for successful job performance based on pre-identified selection criteria, while using the latest techniques in behavioral interviewing. There is a \$195 cost for materials. **Offered: November 27 and 28, 2000; February 15 and 16, 2001; May 22 and 23, 2001; or August 14 and 15, 2001 (12:30-4:30 p.m.). Contact: Margie Beltran, 2-9080.**

Successful Selection Integrated with the Laws of Hiring • Designed for hiring managers, this workshop will give you tools and information to increase your ability to develop a legally sound and effective hiring process. **Offered: March 28, 2001 (9:00 a.m.-12 noon). Contact: Margie Beltran, 2-9080.**

Sexual Harassment: Recognize It, Report It, Stop It • Learn about the types of behavior that can constitute sexual harassment; University policies and procedures; formal and informal strategies for dealing with sexual harassment; and how sexual harassment complaints are investigated and other legal issues. **Contact: Carmen McKines, 3-7985.**

Reasonable Accommodations: ADA Training for Supervisors • If you are wondering how to handle disability issues with current and potential employees, and the impact on you as a supervisor or manager, this informational session is for you. **Offered: October 18, 2000 or April 17, 2001 (9:30-11:30 a.m.). Contact: Fumi Nihei, 3-7921.**

Career Panels: UCB Professions • This series focuses on specific professions on the Berkeley campus that offer expanding employment opportunities. Each class features a panel of current UCB employees working in that profession. Panelists will share their perspectives about the challenges of their work, their particular career paths, and the satisfaction they derive from their jobs. Hiring trends, patterns, and opportunities will also be covered in the class. **Offered: Careers in Outreach • September 13, 2000 (11:30 a.m.-1:30 p.m.); Computer-Related Technical Professions • April 12, 2001 (9:00-11:00 a.m.); Careers in Student Affairs Officer series • June 8, 2001 (11:30 a.m. -1:30 p.m.). Contact: ED&T, 2-8134.**

The Leadership Development Program • is an 18-month program designed to help employees develop and strengthen the core competencies that will support them in carrying out and expanding their leadership roles and responsibilities, and promote career mobility. The program features multi-source assessment of management competencies; individual professional/career development coaching; consultation and case study groups with master mentors; classroom-based and independent learning opportunities; and experiential learning through project team leadership. **Contact: ED&T, 2-8134.**

Supervisory Development Laboratory (SDL) • provides foundational information and skill development for new supervisors in the areas of organizational culture, leadership, communication, diversity, affirmative action, conflict management, hiring, performance appraisal, employee development, workplace climate, and health and safety. SDL is taught through a combination of lecture, case study discussion, participant role-play, and presentations from campus subject matter experts. SDL is the foundation course in a new supervisory curriculum being developed for the campus. **Contact: ED&T, 2-8134.**

The Management Skills Assessment Program (MSAP) • This program is designed to give managers and supervisors feedback on management skills (in 11 skill dimensions) during simulated exercises. Scholarships may be available to pay the program costs for employees whose departments do not have the funds. The MSAP follow-up session for recent program graduates helps them create a skills development plan. **Contact: Ellie Schindelman, 3-0645.**

The Business Officer Institute (BOI) • BOI is a residential institute for Business Officers throughout the UC system. The program is for 150 participants who will alternately meet in plenary sessions and in groups of eight for case study discussions. The presentations and case scenarios are all linked, as participants explore the issues that a Business Officer might face over the course of a year. **Contact: Leslie Watson, 3-3812.**

The CALS Project • This project is a confidential, one-on-one and small group tutoring program for employees who want to improve their basic skills in writing, reading, math, and speaking/pronunciation. **Contact: Jane Griswold, 3-5280.**

CAL PACT • Sponsored by Human Resources and Information Systems & Technology, this program teaches campus employees basic, hands-on computer skills needed to function effectively at their workstations and enhance their career development at UC. **Contact: 2-0559.**

The Staff Internship Program • is a career development program open to all staff career employees. The program provides paid, mentored on-the-job traineeships to develop highly skilled, diverse, institutionally knowledgeable, and motivated employees to fulfill the University's commitment to affirmative action and employee development. **Contact: 2-7058.**

DESCRIPTION OF SAAO CONSULTING SERVICES

The Staff Affirmative Action Office (SAAO) handles diversity-related issues for campus staff and sponsors Project DARE (Diversity Awareness through Resources and Education) Staff Diversity Program workshops. In addition to public workshops, SAAO offers consultation services and customized training involving:

- assessment of organizational issues related to diversity
- developing and facilitating customized diversity education programs
- building trust between diverse groups
- promoting fairness and equity in management practices
- developing value statements and action plans
- developing evaluation mechanisms to measure effectiveness of diversity initiatives

For more information contact the SAAO's Project DARE Staff Diversity Program at 510-642-5002.

Contact Information

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Staff Affirmative Action Office
641 University Hall #1130
Berkeley, CA 94720-1130

phone: 510-642-5002
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e-mail: saa@uclink4.berkeley.edu
web: hrweb.berkeley.edu/hrsaa.htm

Nondiscrimination Policy

The University of California prohibits discrimination against or harassment of any person employed by or seeking employment with the University on the basis of race, color, national origin, religion, sex, physical or mental disability, medical condition (cancer-related or genetic characteristics), ancestry, marital status, or age, or within the limits imposed by law or University policy, sexual orientation, citizenship, or status as a covered veteran (special disabled veteran, Vietnam era veteran, or any other veteran who served on active duty during a war or in a campaign or expedition for which a campaign badge has been authorized).

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

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

Inquiries regarding the University's equal opportunity policies for staff and management employment may be directed to Edith Ng, Director of Staff Affirmative Action and Diversity Programs, 641 University Hall, #1130, (510) 642-5002. Inquiries regarding policies concerning disability-related equal opportunity may be directed to Ward Newmeyer, ADA/504 Compliance Officer, (510) 643-5116 (voice or TTY/TDD). Inquiries regarding policies concerning sexual harassment and equal opportunity on the basis of sex may be directed to Carmen McKines, Title IX Compliance Officer, 200 California Hall, #1500, (510) 643-7985. Inquiries regarding age discrimination may be directed to Alan T. Kolling, Age Discrimination Act Coordinator, (510) 642-6392. Inquiries regarding the University's equal opportunity policies for academic employment may be directed to the Academic Compliance Office, 200 California Hall, #1500, (510) 642-2795.