

University of California

Agriculture and Natural Resources (ANR)

**AFFIRMATIVE ACTION PERSONNEL
PLAN**

May 1, 2013 through April 30, 2014

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(June, 2010)

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I. INTRODUCTION

The Affirmative Action Personnel Plan (AAPP) is developed in accordance with University of California Affirmative Action Policy and with Office of Federal Contract Compliance Programs (OFCCP) Affirmative Action Guidelines as defined in 41 CFR Part 60-2. Cooperative Extension and the Agricultural Experiment Station are also subject to USDA affirmative action requirements in the areas of employment and program delivery. This report satisfies both OFCCP and USDA requirements regarding equal employment opportunities in Cooperative Extension. However, Cooperative Extension program content and delivery are beyond its scope and are included in documents submitted directly to USDA.

This report documents the utilization of women and ethnic minorities in ANR's workforce as of October 31, 2012. It also establishes annual percentage placement goals (an explanation of placement goals as well as a list of ANR job groups with identified underutilizations follows on page 2) for the period May 1, 2013 through April 30, 2014 for job groups with underutilizations (see below, page 2). It also sets forth equal employment opportunity/ affirmative action personnel policies for other protected groups.

While a brief outline of the ANR job groups that have identified underutilizations and placement goals is given below, a detailed examination of this information can be found on pages 50 - 62.

Before examining the list of job groups that have underutilizations, a brief explanation of the makeup of ANR academic job groups may be useful. Formally, ANR academic job groups consisted of eight job categories, three designated for Specialists, three for Program Advisors, one for County/Multi-County Partnership Directors, and one for Academic Coordinators/Administrators called "Other Academics". See the table below.

Former ANR Academic Job Groups

- A1: Specialists – Ag & Plant Sciences
- A2: Specialists – Animal, Marine & Natural Resources Sciences
- A3: Specialists – Human Resource Specialties

Current ANR Academic Job Groups

- A4: Advisors – Plants & Their Systems
- A5: Advisors – Resources Sciences & Environment/Animals & Their Systems
- A6: Advisors – Families, Youth & Communities/ Nutrition/ Economics & Policy/ Communication
- A7: Advisors – County/Multi-County Partnership Directors (see page 49)
- A8: Other Academics

This Plan does not report on the former job groups A1 – A3 since the academics who made up these Specialists' job groups (i.e. A1 – A3) are campus-affiliated. The Vice President-ANR has delegated the nondiscrimination, equal opportunity, and affirmative action authority and reporting responsibility for such campus-affiliated ANR academics to the Chancellors of the appropriate campuses and the appropriate Directors within ANR. (See IV. "Responsibility for Implementation" page 9.)

For a brief discussion of the academic advisor job groups' descriptive titles, see Appendix 2.

As previously mentioned, below is a list of the ANR job groups with identified underutilizations and

the annual percentage placement goal(s) for each job group where an underutilization exists. The placement goal is in parentheses after the ethnic/racial category that is underutilized. It represents the percent of the workforce within that particular job group that the particular protected category would have to hold before ANR could claim a full utilization of this category of individuals. For instance if a job group has a placement goal for *Blacks (3.4%)*, it means that Blacks do not yet make up at least 3.4% of that job group; therefore, the 3.4% placement goal for Blacks will not be achieved until Blacks make up at least that percentage of this particular job group. The placement goal is based on estimated availabilities. (See VI.C “*Estimated Availability . . .*” page 31.) These placement goals do not require the hiring of a person who is less qualified, nor do they require an employer to hire a specified number of people. Such a requirement would constitute a quota, which is strictly forbidden.

Here now is the list of ANR job groups with identified underutilizations and the percentage placement goal(s) for each job group where underutilization exists:

If a protected group’s category is not listed below, no underutilization exists in that category for that job group:

In the Plants & Their Systems Job Group A4 on page 50, a placement goal exists in Blacks (3.4%); and women (36.4%).

In the Natural Resources & Environment/Animals & Their Systems Job Group A5 on page 51, a placement goal exists in Blacks (4.8%); Asians (8.9%); and Total Minority (19.2%); and women (45.8%).

In Families, Youth & Communities/Nutrition/Economics & Policy/Communication Job Group A6 on page 52, a placement goal exists in Blacks (10.8%).

In the County/Multi-County Partnership Directors Job Group A7 on page 53 a placement goal exists in women (38.57%).

In the Other Academics Job Group A8 on page 54 a placement goal exists in and Total Minority (19.13%).

In the ANR Professionals Job Group S2 on page 56 a placement goal exists for Asians (28.04%).

In the ANR Skilled Technicians Job Group S3 on page 57 a placement goal exists in Blacks (7.24%); Asians (27.31%); and Total Minority (52.99%).

In the ANR Clericals Job Group S4 on page 58 a placement goal exists in Asians (22.68%); and Total Minority (55.92%). For a discussion of ANR job groups, see VI.B “*ANR Job Groups...*” page 24.

See VIII. Identification of Problem Areas, page 60 for a discussion of impacts and responses to these underutilizations in the ANR job groups.

II. POLICY STATEMENT

The Division of Agriculture and Natural Resources (ANR), in compliance with University policy and federal law, maintains a comprehensive affirmative action program to assure applicants and employees the right to equal employment opportunities, and to assure clients the right to equal access to programs and services. This commitment was reaffirmed in April, 2013, in a letter from the Associate Director of both Cooperative Extension and the Agricultural Experiment Station (AD) (see Exhibit A, page 4). The present nondiscrimination policy, in part, is as follows:

The University of California prohibits discrimination or harassment of any person on the basis of race, color, national origin, religion, sex, gender identity, pregnancy (including childbirth, and medical conditions related to pregnancy or childbirth), physical or mental disability, medical condition (cancer-related or genetic characteristics), genetic information (including family medical history), ancestry, marital status, age, sexual orientation, citizenship, or service in the uniformed services (as defined by the Uniformed Services Employment and Reemployment Rights Act of 1994: service in the uniformed services includes membership, application for membership, performance of service, application for service, or obligation for service in the uniformed services.)¹

University policy also prohibits retaliation against any employee or person seeking employment for making a complaint of discrimination or harassment. This policy also prohibits retaliation against a person who assists someone with a complaint of discrimination or harassment or participates in any manner in an investigation or resolution process of any such complaint. Retaliation includes threats, intimidation, reprisals, and/or adverse actions related to employment.

The Division of Agriculture and Natural Resources maintains the present Affirmative Action Personnel Plan (AAPP), which is designed to achieve representation of minorities and women in ANR's work force equal to their availability in the labor force. ANR undertakes affirmative action for ethnic minorities, women, individuals with disabilities, and all covered veterans through this written affirmative action plan. In developing the affirmative action plan, ANR objectives are:

- a. to ensure that underrepresented groups are given equal opportunities to compete for jobs and to have their qualifications assessed equitably, and
- b. to achieve representation of women and minorities equal to availability in the workforce at all levels.

The relevant policy is included as an appendix in this Affirmative Action Personnel Plan: Nondiscrimination and Affirmative Action Policy Statement for University of California Publications Regarding Employment Practices (Appendix 1). Further, this AAPP serves as a reaffirmation of ANR's commitment to provide equal opportunity to all groups and to take affirmative action for specific designated groups in conformance with University policy and State and Federal laws.

¹ This policy supersedes the previous policy dated July 1, 2008.

UNIVERSITY OF CALIFORNIA

Exhibit A

BERKELEY • DAVIS • IRVINE • LOS ANGELES • MERCED • RIVERSIDE • SAN DIEGO • SAN FRANCISCO



SANTA BARBARA • SANTA CRUZ

OFFICE OF THE VICE-PRESIDENT —
AGRICULTURE AND NATURAL RESOURCES

OFFICE OF THE PRESIDENT
Division of Agriculture and Natural Resources
1111 Franklin Street, 10th Floor
Oakland, California 94607-5200

April 1, 2013

Dear Colleagues:

I am pleased to reaffirm the commitment of the Division of Agriculture and Natural Resources (ANR) of the University of California to support the nondiscrimination and affirmative action policies and procedures as stated in this Affirmative Action Plan.

The plan has been updated based upon our accomplishments in recruiting and retaining a diverse work force over the past year, and provides much of the information needed to guide our efforts in the employment arena in 2012 - 2013. It is our objective to provide all current and potential employees with equal opportunity to compete for employment and advancement opportunities, to earn equal pay with others who have commensurate qualifications, and to secure all other benefits of employment at ANR and the University of California. All department heads, managers, supervisors, coordinators, and county directors in ANR have direct responsibility for making positive, good faith efforts to achieve this objective in their areas of responsibility.

The University of California prohibits discrimination or harassment of any person on the basis of race, color, national origin, religion, sex, gender identity, pregnancy (including childbirth, and medical conditions related to pregnancy or childbirth), physical or mental disability, medical condition (cancer-related or genetic characteristics), genetic information (including family medical history), ancestry, marital status, age, sexual orientation, citizenship, or service in the uniformed services (as defined by the Uniformed Services Employment and Reemployment Rights Act of 1994: service in the uniformed services includes membership, application for membership, performance of service, application for service, or obligation for service in the uniformed services.)

ANR is committed to excellence in all of its programs. We continue to bring that same commitment to our efforts to ensure equal opportunity for all qualified employees within our centralized structure, integrating academic and staff personnel affirmative action issues under Executive Director Manton. Executive Director Manton will continue working with ANR managers, supervisors, coordinators, and county directors to assist in meeting our obligations for the coming year.

Sincerely,

Bill Frost
Director of the Research & Extension Center System,
Associate Director of Cooperative Extension and
Agricultural Experiment Station

cc: Executive Director Manton
Executive Director Rodrigues

All ANR managers are expected to assume responsibility for the overall implementation of the ANR AAPP in their respective units. All employees engaged in personnel decision-making and activities, such as recruitment, hiring, promotion, separation and employee development, are expected to be responsible for assuring that such activities are carried out in a nondiscriminatory manner and that all employees are informed of and given equal opportunity to benefit from personnel programs and activities. To implement these policies, and guarantee their effectiveness, all ANR managers with hiring/personnel responsibilities will:

1. Recruit, hire, train, and promote persons in all job classifications without discrimination on the basis of race, color, national origin, religion, sex, gender identity, pregnancy (including childbirth, and medical conditions related to pregnancy or childbirth), physical or mental disability, age, medical condition (cancer-related or genetic characteristics), genetic information (including family medical history), ancestry, marital status, citizenship, sexual orientation, or service in the uniformed services (as defined by the Uniformed Services Employment and Reemployment Rights Act of 1994).
2. Ensure that all personnel actions (including, but not limited to, compensation, benefits, transfers, layoffs, returns from layoffs, leaves of absence, internal training programs, education, tuition assistance, and social and recreational programs) continue to be administered without discrimination on the basis of race, color, national origin, religion, sex, gender identity, pregnancy, physical or mental disability, age, medical condition (cancer-related or genetic characteristics), genetic information (including family medical history), ancestry, marital status, citizenship, sexual orientation, or service in the uniformed services (as defined by the Uniformed Services Employment and Reemployment Rights Act of 1994).

The University of California Personnel Policies for Staff Members are in compliance with Federal and State requirements regarding equal employment opportunity and affirmative action. The procedural commitments outlined in this Statement of Policy reflects the posture of the Division of Agriculture and Natural Resources to vigorously pursue positive efforts for affirmative action while upholding University standards of quality and excellence.

Responsibility for the coordination, monitoring, and evaluation of ANR's Affirmative Action Personnel Plan, programs, and efforts has been assigned to:

Linda M. Manton
Division of Agriculture and Natural Resources Building
2801 Second Street, Davis, California 95618
(530) 750-1318

III. DISSEMINATION OF POLICY

ANR has implemented the procedures described below to ensure effective internal and external communication regarding its nondiscrimination and affirmative action policies.

Internal Dissemination

1. The Director of Affirmative Action/Equal Opportunity (DAA) – DAA is responsible for monitoring, facilitating, and otherwise ensuring the following activities:
 - All ANR line managers and hiring authorities are provided with access to the Affirmative Action Personnel Plan and, as needed, are instructed as to its appropriate usage in personnel actions.
 - The affirmative action policy statement is distributed on-line electronically to all ANR units throughout the State. A link to it is provided in the *ANR Report* which is distributed via email to all employees.
 - The affirmative action policy statement is included in the *ANR Administrative Handbook*.
 - Reaffirmation of ANR's commitment to diversity and equal opportunity and review of individual responsibilities regarding these commitments as outlined in the AAPP are incorporated into regular administrative meetings and conferences.
 - Affirmative Action responsibilities are included in the position description of all ANR employees, as appropriate, and are an integral part of the promotion/ acceleration/merit process.
 - New employee orientation sessions include a discussion of the objectives and responsibilities of valuing diversity and nondiscrimination.
 - Equal Employment Opportunity/Affirmative Action (EEO/AA) programs and progress reports are publicized in the *ANR Report* for distribution throughout ANR.
 - The AAPP is publicized in the *ANR Report* and is available to employees in the offices of all departments or unit managers, and in all county offices.
 - The nondiscrimination statement for public notification (Appendix 1) is included in all recruitment advertising, applications and brochures given to applicants and recruitment sources. Referral of all qualified individuals, including minorities, women, individuals with disabilities, and covered veterans will be encouraged.
 - An affirmative action training program is conducted by the Affirmative Action office as requested and support is given to unit managers to ensure that staff are made aware of EEO/AA policies and procedures.

2. All ANR unit managers are responsible for the following activities:

- Posting the affirmative action policy statement on bulletin boards and in other appropriate areas.
- Informing all ANR employees of the existence of its AAPP and such elements of the Plan that will enable employees to know, and avail themselves, of its benefits and to exercise their responsibilities.
- Provide yearly or as-needed training sessions for ANR unit managers and employees to discuss affirmative action or equal opportunity/nondiscrimination issues.
- Discussing nondiscrimination and affirmative action policies during affirmative action orientation programs with new employees within a reasonable period of time following date of hire.
- Displaying equal opportunity and non-discrimination posters on bulletin boards and in other areas designated for general information.

External Dissemination

1. The Director of Communications Services and Information Technology is responsible for the following activities:

- Featuring articles and photos (when such items are prepared for newspapers, advertisements, handbooks, and other publications, that include men and women, minorities, non-minorities, and individuals with disabilities as appropriate.)
- All ANR publications and visual media are reviewed to ensure that no discriminatory language or pictures are included.
- The nondiscrimination statement (Appendix 1) is included on all publications distributed to the public by the Division of Agriculture and Natural Resources or a link to the statement is provided if the publication is in an on-line electronic format.

2. All Hiring Authorities are responsible for the following activities:

- Informing recruitment sources, both orally and in writing, that ANR is an affirmative action/equal opportunity employer. These sources are encouraged to refer all qualified individuals, including minorities, women, individuals with disabilities, and covered veterans, to the ANR web site for employment opportunities.
- Including the clause, "the University of California, Office of the President is an Affirmative Action/Equal Opportunity Employer," in all vacancy announcements.
- Including applicable non-discrimination/affirmative action responsibilities in all vacancy announcements and job descriptions for any academic and management positions.

3. The Equal Opportunity clause set forth in the implementing regulations is included in all covered sub-contracts.

IV. RESPONSIBILITY FOR IMPLEMENTATION

A. Vice President -- Agriculture and Natural Resources

The Vice President, guided by policies established by The Regents and the President of the University, has ultimate responsibility for ANR's affirmative action/outreach program. Policy development is the responsibility of the Vice President acting in consultation with ANR Senior Leadership and, as appropriate, with Program Council and with campus Chancellors. The Assistant Vice President for Business Operations (AVP-BO) is responsible for overall general administrative and business functions in ANR; while oversight of academic program administration is the responsibility of the Associate Director of both Cooperative Extension and the Agricultural Experiment Station (AD). Nondiscrimination and affirmative action policies and procedures are the collaborative responsibility of both offices of the Assistant Vice President (AVP-BO) & the AD.

The decentralized ANR organization delegates Cooperative Extension (CE) administrative, program, employment, and equal opportunity/affirmative action functions among the Office of the Vice President, the Berkeley, Davis and Riverside campuses, and other ANR directors. Memoranda of understanding regarding responsibilities and authority, including equal opportunity/ affirmative action, were agreed to by the Vice President and the Chancellors and, in turn, the Deans at Berkeley, Davis, and Riverside.

As described below, each line manager within this decentralized Division structure is responsible and accountable for execution of nondiscrimination, equal opportunity, and affirmative action policies consistent with ANR policies, delegations of authority, and the program/administrative responsibilities of each manager.

College and School Authority/Responsibility

Authority and responsibility of the Vice President related to nondiscrimination, equal opportunity, and affirmative action as they apply to most campus-affiliated ANR employees and programs have been delegated to the Chancellors at Berkeley, Davis, and Riverside and appropriate Directors within ANR. These delegations apply to both employees and programs of the Agricultural Experiment Station (AES) and CE, and to those statewide programs that have been assigned to specific campuses for administration on behalf of the Vice President. Execution of these authorities and responsibilities shall be in accord with prevailing campus procedures and practices, including redelegations by the Chancellors to the Deans of the Colleges/School, (who have been appointed by the Vice President-ANR as directors of campus-administrated ANR Programs.)

The Chancellor, or her/his designees, including the Dean of the College/School, is responsible for ensuring compliance with a campus personnel affirmative action plan that includes ANR employees as defined above. In developing and executing that plan, the Dean and/or other official designated by the Chancellor confer, as necessary, with the AVP-BO

and the AD regarding ANR affirmative action plans and goals to enhance coordination and comparability among Division personnel on a system-wide basis. The Chancellor is the final arbitrator with respect to campus-affiliated ANR employee grievances related to discrimination, equal opportunity, and affirmative action.

County Authority Responsibility

Authority and responsibility of the Vice President-ANR related to nondiscrimination, equal opportunity, and affirmative action as these apply to county-based Division employees have been delegated to the ANR County/Multi-County Partnership (MCP) Directors with oversight by the AD.

The County/Multi-County Partnership (MCP) Directors with oversight by the AD have authority and responsibility for ANR's county-based academic personnel functions as part of ANR's decentralization of administrative functions. The Director of Affirmative Action continues affirmative action/outreach monitoring, consultation, and assistance on all personnel actions by the County/MCP Directors.

The ANR County/MCP Directors are responsible for implementing, and monitoring this AAPP for their counties in consultation with the AD, the Director of Affirmative Action (DAA), and other ANR Directors and managers. All personnel actions, including recruitments are monitored and approved by the DAA. In addition, the Associate Director of the Statewide 4-H Youth Development Office is responsible for overseeing compliance with civil rights regulations for all California 4-H programs.

The Vice President is the final arbitrator with respect to noncampus county based ANR employee grievances related to discrimination, equal opportunity, and affirmative action.

Other Division Managers

Other ANR line managers (for example, the Executive Director of Academic Personnel and the Executive Director of Staff Personnel) have collaborative authority and responsibility for affirmative action.

Statewide program (SWP) activities are the responsibility of the Program Director, and the AD or the Program Director and the appropriate Dean or appropriate ANR Director. For those portions of statewide programs administered at the county level (such as county 4-H and EFNEP programs), the County/MCP Director is responsible for compliance with civil rights mandates. Personnel actions are monitored by the DAA.

The Vice President is the final arbitrator with respect to employee grievances related to discrimination, equal opportunity, and affirmative action involving administrative units and statewide programs specified in this section.

Division Heads, Department Heads, Unit Managers

Division Heads, Department Heads, Unit Managers shall:

1. Ensure equitable application of all personnel policies and procedures to provide a workplace free of employment discrimination.
2. Advise employees of affirmative action/outreach programs, encouraging their participation.
3. Ensure that employees are aware of affirmative action and equal opportunity policies, procedures, and programs, and of their rights and responsibilities thereunder.
4. Include in regular performance evaluations of supervisors, academics, and other employees, as appropriate, a review of their equal employment opportunity efforts and affirmative action/outreach activities.
5. Ensure that women, minorities, individuals with disabilities, and covered veterans are afforded full opportunity and encouraged to participate in the UCOP- (and where appropriate) UC Davis- and ANR-sponsored educational, training, and promotional activities.
6. Make every good faith effort to realize the AAPP goals and objectives for their respective areas.
7. Provide affirmative action/nondiscrimination/outreach training as needed to all employees and within a reasonable period of time following hire for new Division employees.
8. Ensure that posters are displayed which inform employees of equal employment opportunity and nondiscrimination/affirmative action laws and regulations.

Supervisors

Employees classified as supervisors shall:

1. Apply equitably all personnel policies and practices; advise employees of non-discrimination/affirmative action policies and procedures and, upon request, provide them with copies of written policy and procedural statements.
2. Advise employees of affirmative action/outreach programs, and encourage their participation.
3. Ensure that all employees are aware of nondiscrimination/affirmative action and equal employment opportunity policies, procedures, and programs. Supervisors, themselves, take a

mandatory two-hour sexual harassment prevention training every two years.

4. Assist in the identification of problem areas of underutilization. Ensure implementation of special programs to increase representation consistent with the goals and objectives outlined in the ANR Affirmative Action Personnel Plan.
5. With assistance from the DAA, advise employees of development in the areas of equal employment opportunity and affirmative action.
6. Implement policies and procedures which afford and encourage women, minorities, individuals with disabilities, and covered veterans a full opportunity to participate in the UCOP- (and where appropriate) UC Davis- and ANR-sponsored educational, training, and promotional activities.
7. Ensure that minorities, women, individuals with disabilities, and covered veterans are given full opportunities for appointments, transfer, and promotions.
8. Conduct discussions as needed with employees concerning the ANR nondiscrimination/affirmative action and equal employment opportunity policies and procedures, ensuring that these policies and procedures are understood and adhered to.
9. Make every effort to provide a workplace that is free of employment discrimination.

B. Director of Affirmative Action

The Director of Affirmative Action (DAA) is the principal staff officer in ANR on matters related to nondiscrimination, equal employment opportunity, and affirmative action, including both noncampus-based employment and programs. As such, the DAA provides overall staff leadership and assistance, as appropriate, throughout ANR and counsel to ANR line managers including the Vice President.

The DAA, under collaborative supervision of the AVP-BO and the AD, has major responsibility to work in close cooperation with ANR noncampus line managers, as appropriate, to whom nondiscrimination/affirmative action authorities and responsibilities have been delegated, in developing, monitoring, evaluating, and reporting on affirmative action policies, procedures, training, and programs for ANR. The DAA is also responsible for monitoring the implementation of ANR's equal employment/affirmative action policy and assists ANR line managers, as appropriate, in carrying out their leadership responsibilities in all aspects of ANR nondiscrimination, equal opportunity, and affirmative action policies and procedures. The DAA may also work closely with parallel affirmative action staff in the Office of the President and in the Chancellors' and Deans' offices to whom similar functions for campus-based ANR personnel have been assigned. DAA responsibilities are further defined below.

2013- 2014 ANR AAPP

The Director of Affirmative Action is assigned the following specific functions:

- Inform management of developments in affirmative action/nondiscrimination laws and regulations, and the implications of University policies and procedures for the Affirmative Action Personnel Plan.
- Assist managers in interpreting and administering nondiscrimination/affirmative action laws and regulations as well as University and ANR policies on nondiscrimination and affirmative action.
- Assist management in identifying problem areas and developing solutions to non-discrimination/equal opportunity concerns.
- Plan, develop and recommend to ANR managers, programs and activities which comply with and contribute to ANR's overall AAPP.
- Serve as liaison and ensure active involvement between ANR and University-wide offices, campuses, local, State, and Federal agencies, and organizations and community action groups concerned with employment opportunities for minorities, women, individuals with disabilities, and covered veterans.
- Provide for the development of audit and reporting systems to measure the effectiveness of affirmative action/outreach efforts and to determine the degree to which workforce underutilizations are being addressed.
- Serve as Division Title IX coordinator.
- Serve as Division ADA coordinator.
- Where underutilization exists, implement remedial action to overcome deficiencies.
- Develop and update an AAPP to monitor and eliminate underutilization consistent with applicable law, regulations, and University policies.
- Work to assure that all employment practices and procedures are in compliance with EEO laws and include affirmative action outreach efforts.
- Monitor recruitments within ANR to ensure nondiscrimination policies are considered at all steps of the process from development of position vacancy to pre-hire audit.
- Review job requirements to ensure that all qualifications listed as required for positions are limited to those directly related to the satisfactory performance of the duties and responsibilities of those positions.
- Monitor personnel actions including merits/promotions, layoffs, waivers of recruitment, committee composition, etc. to ensure nondiscrimination.
- Coordinate all aspects of the informal complaint/grievance procedures that are available to ANR employees.
- Provide staff assistance to the AVP-BO and the AD by independently reviewing and recommending courses of action for discrimination complaints (informal complaints filed

internally and complaints filed externally).

- Serve as non-legal liaison to enforcement agencies by providing supporting documents, arranging interviews, and interpreting University-wide and ANR-specific affirmative action policies and procedures.
- Develop, plan, and coordinate special recruitment, staff development, and other innovative employment outreach programs to reach under-represented groups.
- Serve as informal Complaint Resolution Officer (CRO) for sexual harassment complaints.
- Review current and proposed personnel policies and procedures for compliance with affirmative action/nondiscrimination requirements, and recommend the development of policies and procedures that will promote the elimination of underutilizations.
- Provide informal and formal meetings, conferences, workshops, seminars, or individual or group sessions, as appropriate, to communicate information regarding ANR policies, legal requirements, and other issues related to affirmative action and nondiscrimination.
- Provide expert consultation on staff training and development regarding EEO/AA employment issues.
- Ensure that ANR affirmative action/nondiscrimination policies and programs are published in appropriate internal and external media.

C. Equal Opportunity Advisory Committee

The Equal Opportunity Advisory Committee (EOAC) is appointed by the AD, and its activities are coordinated by the DAA. Responsibilities include: (1) advising administration regarding affirmative action/non-discrimination issues; (2) suggesting ways of eliminating underutilizations; and (3) making recommendations on how affirmative action and diversity efforts can best be integrated into ANR's long-range strategic plan.

The EOAC is also charged to: (1) provide interpretation and clarification to assist on Americans with Disabilities Act compliance issues; (2) recommend additional compliance guidelines when needed; (3) advise on specific accessibility issues; (4) assist in determining whether proposed solutions constitute a fundamental alteration in the nature of a program, service, or activity, or an undue financial and administrative burden on the University; and (5) advise the administration regarding sexual harassment prevention training and related issues.

D. Personnel Services

Full authority and responsibility for personnel functions (all of which have an EEO/AA component) related to department-based employees have been delegated to the Chancellors on the three campuses, and in turn to the three colleges and one school associated with ANR. The AAPP on the respective campuses, along with associated hiring goals and programs, apply to all personnel actions involving ANR employees under the Deans (except for those few individual campus-based ANR employees who fall under the direct affirmative action responsibility of the Vice President - ANR [see VI.B, page 24]).

The ANR Staff Personnel Services Unit (SPU) provides ANR staff personnel with the following personnel services described below:

1. General Personnel Administration - policy and procedure implementation, policy interpretation and training;
2. Staff Employment - recruitment and selection coordination and services, advertisement development and placement, application collection and/or screening, layoff review and coordination, and on-line recruitment support and training;
3. Employee and Labor Relations - UC policy and Collective Bargaining Agreement Administration and Interpretation, Employee and Labor Relations Consultation and Training, Corrective Action and Dismissal consultation, Layoff and Separation of Employment Administration, Leave of Absence Management, Mediation and Facilitation Services, Collective Bargaining Negotiations, Labor Management Relations, Employment Investigations and Fact finding, Academic and Staff Grievance or Complaint administration and advocacy, Preparation and Negotiation of Settlement Agreements, and HR communications and publications.;
4. Classification and Compensation - reclassification reviews, annual staff merit program coordination, benefit coordination;
5. Administrative Support - personnel action notification form (PAN) review and approval, employment verification.
6. Employee Assistance Programs are provided by either UCOP Human Resources or UC Davis Human Resources.
7. Various human resources workshops and web-based and face-to-face trainings.
8. Staff Relations (employee consultation and problem solving).

The Academic Personnel Services unit of ANR provides necessary coordination in academic personnel functions for ANR, maintains an employee and applicant tracking records for academic employees, and interprets and implements policy and procedure appeals and statewide policies for the academic recruitment process.

The Staff Personnel Services unit of ANR provides necessary coordination and training in personnel functions for all ANR units, maintains an employee database for staff employees, interprets and implements policy, works closely with the Office of Affirmative Action, and establishes statewide policies for the staff recruitment process in accordance with UCOP Human Resources guidelines.

The Office of the AVP-BO, the AD, the UCOP and the UC Davis Human Resources Offices, and the ANR Academic Personnel and Staff Personnel units cooperate with the ANR Director of Affirmative Action on all aspects of the recruitment process, as well as other personnel actions which have equal employment opportunity/ affirmative action implications. The ANR Director of Affirmative Action continues to monitor all equal employment opportunity/ affirmative action aspects of all personnel actions, including recruitment, merits and promotions, layoffs, waivers of recruitment and staff development/ outreach programs.

V. INTERNAL AUDIT, REPORTING SYSTEMS & RECORD RETENTION
41 CFR Part 60-1.12

Development of an affirmative action plan requires maintenance of a complex record keeping system which provides a basis for monitoring and evaluating accomplishments and identifying potential concerns. Maintaining these records is particularly challenging to ANR due to the geographically dispersed nature of its staff. ANR employees are located in over 50 counties throughout California, in Franklin Street-based and UC Davis-based statewide offices and in four colleges/school on three campuses of the University. ANR employment records are maintained on three different campuses, and in the ANR Offices at Oakland and at UC Davis. The following audit/reporting systems cover all ANR employees and recruitments except those assigned to the campuses that are not under the direct affirmative action responsibility of the Vice President – ANR.

A. Applicant Flow Data System

Applicant flow reports provide information on the sex, ethnicity and veteran status of applicants, candidates meeting minimum qualification requirements, interviewed candidates, and those selected for hire.

B. Workforce Utilization Analyses

Annual utilization analyses, broken down by job group and organizational unit, are provided to the Vice President, the AVP-BO, the AD and appropriate ANR managers as a guide to affirmative action/outreach programs and activities. In addition, the Affirmative Action Director meets periodically with unit heads to discuss these reports, monitor progress and serve as a resource to managers in attaining their affirmative action goals.

C. Updating the AAPP

The AAPP is updated annually to include current data on ANR's work force and an ongoing assessment of affirmative action/equal opportunity efforts and programs. This report contains revised availability data and demographic information based on current census data.

D. Other Affirmative Action Reports

Each year through an on-line reporting system, ANR's CE advisors throughout the state report their clientele groups, program assignments, actual clientele contacts and outreach methods utilized during the year in order to demonstrate compliance with federal affirmative action regulations. In addition, each year ANR's goal is to visit three to six counties for an internal compliance review. County advisors, staff, and the County/MCP Director are interviewed by members of an onsite review team. The team members' findings are compiled into a report that is distributed to the AD, the county/MCP director whose county was reviewed and the statewide program directors whose programs are active in that county.

On an annual basis the Affirmative Action Office submits a report on the compliance status for the previous three years of every academic on the merit and promotions list. This report is submitted to the AD through the Academic Personnel Unit of ANR for use in the merit and promotion process.

E. Affirmative Action Monitoring in the Hiring Process

The DAA reviews all academic and staff position vacancy announcements for consistency in minimum qualifications and appropriate affirmative action statements, and to assure that announcements do not contain material which would unnecessarily discourage application from members of under-represented groups.

The DAA reviews, approves, and/or recommends the list indicating where the job will be advertised.

The DAA reviews and approves the composition of search committees, to ensure diversity of representation on each committee for academic and management positions.

Search committee chairs for academic recruitments receive written instructions from ANR with information concerning the recruitment responsibilities of committee members as well as information on their own responsibility, as search committee chair. Part of their responsibility is to act as the search committee's affirmative action representative. In this capacity, they coordinate with the DAA and ensure equal employment opportunity/nondiscrimination considerations are followed throughout the search process. Search committee chairs for staff recruitments have analogous systems of recruitment responsibilities and affirmative action guidelines via the ANR web-based recruitment process for staff.

F. Monitoring of Other Personnel Actions

1. *Merits and Promotions*

Merit and promotion tracking systems are maintained by the ANR Academic Personnel Unit in a web-based system for academic personnel. This system allows not only for identification of eligible employees in a given merit/promotion cycle, but also for summary reports which give gender and ethnicity breakdowns of the eligible employees. The ANR Staff Personnel Unit maintains merit and promotion information for SMG, MSP, PSS and Staff Personnel.

2. *Separations*

The ANR Academic Personnel Unit maintains records on academic separations by program area, type of separation and gender/ethnicity of the individuals. The Staff Personnel Unit of ANR maintains records on non-academic separations by job group, type of separation and

gender/ethnicity of the individuals. A system is in place to monitor FTE's and academic personnel transfers, recruitment, and separations. The DAA monitors personnel actions including dismissal, indefinite layoff, transfer, and reassignment.

3. *Waivers of Recruitment*

Monitoring and/or approval by the DAA is required on all exceptions to the regular recruitment practice.

4. *Training*

A comprehensive Division wide affirmative action training program is updated and implemented as needed. Each Campus and County/MCP Director reports each year on training conducted in the current year and plans made for the following year. Records are maintained on EEO/AA/Diversity training provided new employees.

5. *Accommodation*

Records are maintained and reports made annually to the DAA on accommodations provided to employees, applicants and clientele with disabilities. Data is maintained by ANR Office of Affirmative Action on those ANR employees who identify themselves as disabled and/or a disabled veteran.

6. *Outreach/Staff Development*

The DAA monitors the effectiveness of employment outreach programs and staff development programs in providing equal opportunity to all applicants and employees of the ANR workforce.

7. *Record Retention*

In compliance with Office of Federal Contract Compliance Programs (OFCCP) Affirmative Action Guidelines as defined in **41 CFR Part 60-1.12** "Record Retention" ANR keeps all personnel or employment records for a period of not less than two years from the date of the making of the record or of the personnel action involved, whichever occurs later.

**VI. ANR JOB GROUPS, ORGANIZATION UNITS
AND AVAILABILITY ESTIMATES**

A. Workforce Distribution by ANR Organization Unit, Ethnicity and Gender

B. ANR Job Groups: Academic Program Area and Staff Primary Function Categories

C. Estimated Availability of Women and Ethnic Minorities by ANR Job Groups

VIA WORKFORCE DISTRIBUTION BY ANR UNIT

The workforce array table (Table VI-1) display the sex and minority as well as the academic and non-academic (i.e. staff) composition of each ANR unit covered under this AAPP. A more detailed breakdown of the ANR workforce is available for inspection upon request. The workforce analysis is arranged by organizational unit and includes, for each job title, the total number of employees, the total number of male and female employees, and the total number of male and female employees combined in each of the following groups: Blacks, Hispanics, Asians/Pacific Islanders, and American Indians/ Alaskan Natives. The salary ranges for each job title are also available upon request.

The ANR units² and their respective number of employees as of October 31, 2012 are listed below:

<u>ANR Unit</u>	<u>Total Employees</u> (Academic and Staff)
1. County Based Employees	372.45
2. Special Projects – Centers	2
3. Restricted Federally-Funded Programs	33
4. Restricted State-Funded Programs	17.55
5. Research and Extension Centers, UCD & KAC ..	10
6. Academic Support	9
7. Vice President’s Office	3
8. AVP – Programs	12
9. AVP – Administration	47

Source: Data Mart, APS Affirmative Action Report

TOTAL: 506.00

² The ANR units are an aggregation of over ninety different locations throughout the state.

Table VI-1

**Workforce Distribution by ANR Unit,
Ethnicity, and Gender ***

October 2012

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Source: ANR Data Mart (AHRIS reports)

<u>ANR UNIT / Total Unit Employees</u>		ETHNICITY		GENDER		
County- Based /	372.45	<u>Total</u>	<u>Undefined</u>	<u>Minority</u>	Total <u>Women</u>	Total <u>Men</u>
Academics **	N: 166.45	0	33	70.25	96.20	
	%:	0.0%	19.8%	42.2%	57.8%	
Staff ***	N: 206	2	62	166	40	
	%:	1.0%	30.1%	80.6%	19.4%	
Special Projects - Centers / 2						
Academics **	N: 1	0	0	0	1	
	%:	0.0%	0.0%	0.0%	100.0%	
Staff ***	N: 1	0	1	0	1	
	%:	0.0%	100.0%	0.0%	100.0%	
Restricted Federally-Funded Programs / 33						
Academics **	N: 0	0	0	0	0	
	%:	0.0%	0.0%	0.0%	0.0%	
Staff ***	N: 33	0	21	32	1	
	%:	0.0%	63.6%	97.0%	3.0%	
Restricted State-Funded Programs / 17.55						
Academics **	N: 8.55	0	0	5.75	2.80	
	%:	0.0%	0.0%	67.3%	32.7%	
Staff ***	N: 9	0	4	6	3	
	%:	0.0%	44.4%	66.7%	33.3%	
Research and Extension Centers & UCD / 10						
Academics **	N: 6	0	1	3	3	
	%:	0.0%	16.7%	50.0%	50.0%	
Staff ***	N: 4	0	2	2	2	
	%:	0.0%	50.0%	50.0%	50.0%	

(continued next page)

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<u>ANR UNIT / Total Unit Employees</u>		ETHNICITY		GENDER	
	<u>Total</u>	<u>Undefined</u>	<u>Minority</u>	<u>Total Women</u>	<u>Total Men</u>
Academic Support / 9					
Academics **	N: 0	0	0	0	0
	%:	0	0	0	0
Staff ***	N: 9	0	5	6	3
	%:	0.0%	55.6%	66.7%	33.3%
Vice President's Office / 3					
(No Academics) Staff ***	N: 3	0	1	3	0
	%:	0.0%	33.3%	100.0%	0.0%
AVP P / 12					
Academics **	N: 3	0	0	1	2
	%:	0.0%	0.0%	33.3%	66.7%
Staff ***	N: 9	0	2	7	2
	%:	0.0%	22.2%	77.8%	22.2%
AVP A / 47					
Academics **	N: 1	0	0	1	0
	%:	0.0%	0.0%	33.3%	0.0%
Staff ***	N: 46	0	31	37	9
	%:	0.0%	67.4%	80.4%	19.6%
Grand Total Unit Employees / 506					
Academics **	N: 186	0	34	81	105
	%:	0.0%	18.3%	43.5%	56.5%
Staff ***	N: 320	2	129	259	61
	%:	0.6%	40.3%	80.9%	19.1%

* Does not include academics and staff assigned to Deans' Offices (or located on campus or field stations) and under the respective campus' Affirmative Action Personnel Plan.

** Includes Plants & Their Systems Advisors (ANR Job Group A4), Natural Resources & Environmental/Animals & Their Systems Advisors (ANR Job Group A5), Families, Youth & Communities/Economics & Policy/Communication Advisors (ANR Job Group A6), County/Multi-County Partnership Directors (ANR Job Group A7), Other Academics (ANR Job Group A8).

*** Category includes Managers and Officials (ANR Job Group S1), Professionals (ANR Job Group S2), Technicians (ANR Job Group S3), Office and Clerical Workers (ANR Job Group S4).

**VL.B ANR JOB GROUPS: ACADEMIC PROGRAM AREA
AND STAFF PRIMARY FUNCTION CATEGORIES**

For purposes of utilization analyses, ANR divides its workforce into job groups based on broad groupings of primary program areas for academic staff (Table VI-2) and primary function category for staff personnel (Table VI-3). Academic staff shown in Table VI-2 include only those titles assigned to mostly non-campus units and include Advisors, County/Multi-County Partnership Directors (see page 49), and Other Academics. Due to past and on-going reorganizations within ANR there are a limited number of campus-based academics covered under this AAPP as well as a few academics employed at ANR's administrative headquarters in Oakland and at UC Davis. There are, in addition, other academic employees who are not campus-based but are located at offices of certain statewide projects (i.e. the Statewide Master Gardener Program) or at the county Cooperative Extension offices in nearly every county in the state.

The percentage of women and minorities within ANR's academic job groups can be found in Tables VII-1 thru VII-5.

As presented in Table VI-3 , the four staff job groups included within the scope of this Affirmative Action Personnel Plan parallel closely the Federal Occupational Codes A, B, C, and D. While the federal regulations had defined a job group as one or a group of jobs having similar content, wage rates and opportunities, the size of the ANR workforce is too small to allow breaking the workforce down into more discrete job groups which would have corresponded to the sub FOCs. To do so, would leave too few employees at each corresponding sub FOC level to allow meaningful utilization analyses. While a concern can be raised that larger job groups can mask underutilization at higher job levels, it can be argued also that very small job groups can mask underutilization because the numbers are too small to be statistically significant. ANR opted for a classification system which defines job groups large enough to detect specific underutilization of females and the specific ethnic minority groups.

It should also be noted that there are significant numbers of off-site staff personnel who are covered by ANR's AAPP. These employees are largely in the Cooperative Extension county offices located in nearly every county in the state. The administrative headquarters of ANR is housed in Oakland, California at the Franklin Street building and in offices at UC Davis. The staff personnel at these locations comprise approximately a fifth of total staff personnel covered by the ANR AAPP. The percentage of women and minorities within ANR's staff job groups can be found in Tables VII-6 thru VII-9.

**TABLE VI-2 ANR ACADEMIC JOB GROUPS
AND RELATED PAYROLL TITLES**

Job Group and Program Units

University Payroll Title

Advisors

Advisor
Associate Advisor
Assistant Advisor

ANR A4 Group 1 - Plants & Their Systems

Agronomy and Range Science
Environmental/Subtropical Horticulture
Pomology and Viticulture
Entomology
Pest Management
Plant Pathology
Weed Science
Soils and Agricultural Engineering

ANR A5 Group 2 - Natural Resources & Environment/Animals & Their Systems

Animal Science
Marine Science
Poultry
Forestry
Wildlife
Natural Resources
Water Management

ANR A6 Group 3 - Families, Youth & Communities/Nutrition/Economic & Policy/Communication

4-H
Family and Consumer Sciences
Nutrition and Foods
Agricultural Economics and Community Resource Development

Communications

Job Group and Program Units

University Payroll Title

County/Multi-County Partnership Directors

ANR A7 County/Multi-County Partnership
Director

[various, administrative
stipend]

All Other Academics

ANR A8

Director
Executive Director
Associate Director
Assistant Director
Specialist
Librarian
Associate Librarian
Superintendent of Station
Academic Coordinator
Academic Administrator
Associate Dean

TABLE VI-3

ANR Staff Job Groups and Related Payroll Titles

Job Group Payroll Title

ANR S1 - Managers and Officials

Vice President
Assistant Vice President

Director (Functional Area)
Associate Director
Assistant Director
(Functional Area) Director
(Functional Area) Superintendent
Executive Assistant
Assistant to Director
Manager
____Manager/Officer

Special Assistant to the VP

Director, WRAES

ANR S2 - Professionals

Management Services Officer III,
II, I

Senior Public Information Rep.
Public Information Representative
Program Promotion Manager
Principal Editor
Senior Editor
Editor
Publications Coordinator
Senior Publications Coordinator
Senior Writer
Writer
Principal Producer - Director
Assistant Producer - Director

Associate Development Engineer
Assistant Development Engineer
Associate Planner
Assistant Planner
Principal Engineer
Principal Engineering Aid

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Job Group

Payroll Title

ANR S2 - Professionals (cont.)

Senior Programmer/Analyst
Program/Analyst
Principal Administrative Analyst
Senior Administrative Analyst
Administrative Analyst
Assistant Administrative Analyst
Principal Public Admin. Analyst
Senior Public Admin. Analyst
Principal Statistician
Statistician
Assistant Statistician
Principal ADP Systems Analyst
Senior ADP Systems Analyst
Senior Personnel Analyst
Senior Budget Analyst
Executive Secretary to the Director

ANR S3 - Technicians

Staff Research Associates
IV, III, II, I

Community Health Program Supervisor
Senior Community Health Program Rep.
Community Health Program Rep.
Assistant Comm. Health Program Rep.

Animal Technician
Laboratory Assistant II, I
Senior Animal Resources Supervisor
Animal Resources Supervisor

Program Representative III, II, I
Principal Artist
Senior Artist
Artist
Illustrator
Senior Drafting Technician
Principal Photographer
Senior Photographer
Senior Photographic Technician

Job Group

Payroll Title

ANR S4 – Office and Clerical Workers

Principal Clerk
Senior Clerk/Secretary
Clerk
Principal Typist Clerk (A)
Principal Typist Clerk (B)
Senior Typist Clerk (A)
Senior Typist Clerk (B)
Office Supervisor
Administrative Assistant III, II, I
____Assistant III, II, I
Assistant III, II, I
Secretary III, II, I

Program Assistant II, I Senior Word
Processing Specialist
Coder
Library Assistants III, II, I

Stores Supervisor
Storekeeper

Key Entry Operator

Administrative Secretary

TABLE VI-4 COMPOSITION OF ANR JOB GROUPS³

Source: Data Mart & TPS

<u>Position</u>	<u>ANR Job Group</u>	<u>Oct. 31, 2012 Workforce</u>
Advisors: Plants & Their Systems	A4	71.40
Advisors: Natural Resources/Animals & Their Systems	A5	39.20
Advisors: FYC/Economics/Nutr/Commication	A6	37.45
County/MCP Directors	A7	20.20
Other Academics	A8	<u>17.75</u>
TOTAL ACADEMIC PERSONNEL:		186.00
STAFF		
Managers	S1	22
Professionals	S2	39
Technicians	S3	212
Administratives/Clericals	S4	<u>47</u>
TOTAL STAFF PERSONNEL:		320
TOTAL PERSONNEL:		506

³ Does not include academic employees and staff employees assigned to Deans' offices or budgeted/located on campus and therefore under the respective campus's Affirmative Action Personnel Plan.

VI.C ESTIMATED AVAILABILITY OF WOMEN AND ETHNIC MINORITIES BY ANR JOB GROUPS

Availability is the estimated percentage of qualified minorities and women eligible for positions in each of ANR's job groups. This plan uses the data sources listed below in subpart A. Factor weights were assigned to these data sources that were considered relevant to the estimation process as discussed below.

Current Office of Federal Contract Compliance Programs (OFCCP) regulations require that two factors be considered in estimating availability. These factors are described in Section A along with a discussion of the data sources and procedures associated with each of them. Section B explains the relative weighting of these factors in determining final availability for each job group.

A. Data Sources and Procedures

Seven primary data sources were used to estimate availability: (1) the US Dept. of Education Nat'l Center for Education Statistics (NCES), Digest of Education Statistics: Table 286 "Bachelor's, master's, and doctor's degrees conferred by degree-granting institutions, by sex of student and discipline division: 2008-09"; (2) also from NCES Digest of Education Statistics: Table 300 "Master's degree conferred by degree-granting institutions, by sex, race/ethnicity, and field of study: 2008-09"; (3) NCES Table 303 "Doctor's degrees conferred by degree-granting institutions, by sex, race/ethnicity, and field of study: 2008-09"; (4) US Equal Employment Opportunity Commission (EEOC): 2009 Job Patterns for Minorities and Women in Private Industry (EEO-1): 2009 EEO-1 National Aggregate Report; (5) EEOC: 2009 EEO-1 Aggregate Report by State – California; (6) EEOC: 2009 EEO-1 Aggregate Report by CBSA 41860: San Francisco-Oakland-Fremont; (7) ANR personnel records. The procedures used to calculate availability for each factor are discussed below.

1. Factor #1 and Reasonable Recruitment Area Rationale

Factor #1 indicates the availability of workers with requisite skills in the reasonable recruitment area. Table VI-5 specifies the reasonable recruitment areas for each job group. For staff job groups S3 (Skilled Technicians) and S4 (Clerical), the Bay Area and/or California constitute the reasonable recruitment area since enough qualified applicants are available in this area to justify limiting the recruitment area to this region. However, managers (S1) and academics are generally recruited nationally because the high levels of responsibility and/or expertise for these job groups justifies an expanded recruitment area — with the rationale that a national search would yield the strongest candidate pool.

For most personnel staff groups, the estimates of availability are derived from current

census data.

The census EEO file provided sex and ethnicity data on 514 occupational titles. Those census titles were matched with ANR payroll titles based on University position descriptions and consultation with supervisory personnel. Considerable effort was made to accurately match job titles in the two systems. The results of these efforts continue to be the foundation upon which the ANR job groups (and the occupational titles that compose them) are based. For past ANR AAPPs, since job groups typically include several payroll titles, the proportion of incumbents in each ANR payroll title had been used as the basis for weighing the data on the corresponding census occupational titles to arrive at the final factor #1 availability for each job group. The Equal Employment Opportunity Commission's (EEOC) EEO-1 Aggregate Reports, however, provide aggregate reports of national, state and Metropolitan Statistical Area (as defined by the Office of Management and Budget) data detailing job patterns for minorities and women which was deemed a more appropriate basis for weighing factor #1 availability. Since these EEO-1 Aggregate Reports used general job group titles that each combined several occupational titles, ANR made every effort to match the ANR job group makeup and titles with current EEOC job group makeup and titles.

Academics require specialized training in a variety of technical disciplines. Consequently, the USDE National Center for Education Statistics' Digest of Education Statistics tables 286, 300 and 303 (which breakdown the students receiving master's and doctorate degrees by sex and race/ethnicity) are the basis for factor #1 availability for academic job groups. A Master's degree is the minimum degree included in the computations.

For management and staff positions EEO-1 Aggregate Reports for United States, California and CBSA (Core Based Statistical Area) – San Francisco-Oakland-Fremont which detail job patterns for minorities and women were used as the data source.

2. Factor #2 and Factor #2 Rationales

Factor #2 is an estimate of the percentage of women and minorities among those promotable, transferable, and trainable within the organization. Selection of internal pools is based on identification of the job groups in which the most qualified candidates are likely to exist. ANR personnel records (October 2012) serve as the primary data source. For Academic and Staff job groups, the specific employee pools identified for each job group are included in the "Source" column of the availability tables. Availability for each job group is determined by weighing Factors 1 and 2. The weighting percentages assigned in each job group are reported in Availability Tables VI-6 through VI-14. Factor #2 is weighted less than Factor #1 in most cases since, historically, new hires have been much more likely to come from the reasonable recruiting area (Factor 1) rather than from within the organization (Factor #2). However, ANR has proposed a county-ANR strategic alliance for staff development to encourage all Division staff employees to participate in the staff development programs sponsored by UCOP and (where appropriate) by UC Davis. The aim will be to develop a greater proportion of promotable individuals within the organization.

B. Consideration of the Two Factors by Job Group

This section discusses the weight of each factor in determining final availability for ANR's job groups.

1. Advisors (A4 - A6)

These positions are recruited both within California and nationally; the nation as a whole and the state in particular are together considered the reasonable recruitment area because, historically, most academic positions have been filled with either out-of-state or California residents; therefore, factor #1 is given 80 percent of the final availability estimate. The specialized nature of an advisor's duties justifies a national search for these positions. Academic employees are sometimes available for promotion and/or transfer into open positions which justifies internal recruitment. Due to the specialized nature of advisors' duties, degree data are considered to be preferable to the census data; historically, the frequency with which academic positions are filled via promotion or transfer of existing personnel is reflected in the lesser weight assigned to factor #2.

2. County/Multi-County Partnership (MCP) Directors (A7)

County/MCP Director positions are recruited both within California and nationally; the nation as a whole and the state in particular are together considered the reasonable recruitment area. All County/MCP Director positions retain a programmatic assignment in addition to the administrative appointment. The priority within UC ANR is to develop and deliver programs with minimal administrative allocations. These positions require familiarity with UC Cooperative Extension programs and UC policy, as well as county policy and procedures, further limiting the external recruitment pool potential. This combination of factors often results in the appointment of existing academic employees to these critical positions, and this has often occurred following failed external searches. These factors also justify ANR conducting internal recruitments for these positions. Due to the specialized nature of the programmatic component of the typical county/MCP director position, degree data are considered preferable to the census data; therefore, the high frequency with which county/MCP director positions are filled via appointment or transfer of existing personnel is reflected in the greater weight assigned to factor #2. See Section VII. A: Utilization Analyses, page 49, for an additional discussion of the county/MCP director job group.

3. Other Academics (A8)

Openings in positions in this job group are recruited both within California and nationally; the nation as a whole and the state in particular are together considered the reasonable recruitment area because, historically, most these academic positions have been filled with either out-of-state or California residents; therefore, factor #1 is given 80 percent of the final availability estimate. Historically, the frequency with which these academic positions are filled via promotion or transfer of existing personnel is reflected in the lesser weight assigned to factor #2.

4. Managers and Officials (S1)

This group includes top management personnel whose positions are generally filled after an extensive statewide and nationwide search. The nation as a whole and the state in particular are together considered the reasonable recruitment area because, historically, most top management positions have been filled with either out-of-state or California residents. Accordingly, factor # 1 is given the most weight. Factor #2, representing the smaller pool of the qualified University labor force for high-level management positions, is given a relatively smaller weight.

5. Professional and Staff Research Associates (S2)

These positions are recruited both within California and the immediate Bay Area, so factor #1 is given a weight of 80 percent of the final availability estimate. The state as a whole and the Bay Area in particular are together considered the reasonable recruitment area because the pay scale for most Professional positions could conceivably attract qualified persons to consider relocating here from other parts of the state or of the Bay Area. While employees are sometimes available for promotion and/or transfer into open positions, historically, this has not proven to be the most likely source of new hires in this job group. Therefore, the weight assigned to factor #2 is considerably less than for factor #1.

6. Health Technicians (S3) Engineering, Science and Other Technicians (S3)

These positions are recruited both within California and the immediate Bay Area. The state as a whole and the Bay Area in particular are together considered the reasonable recruitment area because the pay scale for this job group is generally not thought attractive enough for out-of-state applicants to consider relocating to this area. Factor #1 reflects a combination of the immediate Bay Area EEO-1 data (aggregate report for San Francisco- Oakland-Fremont) for related SOCs and California EEO-1 data for

related SOCs. Factor #1 is given a weight of 80 percent of the final availability estimate because this reflects where most new hires have originated in this job group. While employees are sometimes available for promotion and/or transfer into open positions, historically, this has not proven to be the most likely source of new hires in this job group. Therefore, the weight assigned to factor #2 is considerably less than for factor #1.

7. Clerical Workers (S4)

These positions are recruited both within California and the immediate Bay Area. The state as a whole and the Bay Area in particular are together considered the reasonable recruitment area because the pay scale for this job group is generally not thought attractive enough for out-of-state applicants to consider relocating to this area. Factor #1 reflects a combination of the immediate Bay Area EEO-1 data (aggregate reports for San Francisco Oakland-Fremont) for related SOCs and California EEO-1 data. Factor #1 is given a weight of 80% of the final availability estimate because this reflects where most new hires have originated in this job group. While employees are sometimes available for promotion and/or transfer into open positions, historically, this has not proven to be the most likely source of new hires in this job group. Therefore, the weight assigned to factor #2 is considerably less than for factor #1.

C. Summary

The derived availability calculations for women and each ethnic minority group are given in Tables VI-6 through VI-10 for academic job groups and in Tables VI-11 through VI-14 for staff and management job groups. Determining availability for ANR represents an estimate, at best, of minorities and women available for future employment positions. The process and figures are inherently subjective. We have, however, used the most appropriate data available. The final percentages, therefore, will give a rough estimate of those who are available.

**TABLE VI – 5
DEGREE REQUIREMENTS AND RECRUITMENT
AREA USED TO DETERMINE AVAILABILITY DATA**

<u>Job Group</u>	<u>Degree/ Education</u>	<u>Reasonable Recruitment Area</u>
<i>ANR Academic Personnel</i>		
Advisors (A4-A6)	Masters	California/National
County/MCP Directors (A7)	Masters	California/National
Other Academics (A8)	Masters	California/National
<i>ANR Staff Personnel</i>		
<u>Management (S1)</u>		
Officials and Managers	Masters or equivalent	California/National
<u>Professionals (S2)</u>		
Engineering, Fiscal Communication & Staff Services	Bachelors or equivalent	California/National
<u>Technicians (S3)</u>		
Staff Research Associates	Bachelors or equivalent	Bay Area/California
Health Technicians	H.S. Diploma or equivalent	Bay Area/California
Engineering & Science Technicians	H.S. Diploma or equivalent	Bay Area/California

TABLE VI (cont.)

<u>Job Group</u>	<u>Degree/ Education</u>	<u>Reasonable Recruitment Area</u>
<u>Technicians (S3)</u>		
Other Technicians	H.S. Diploma or equivalent/ experience in skill area	Bay Area/California
<u>Administrative and Clerical (S4)</u>		
Office and Clerical Workers	H.S. Diploma or equivalent	Bay Area/California

Table VI-6
ESTIMATED AVAILABILITY OF MINORITIES AND WOMEN
ANR Advisors - Plants & Their Systems (A4)

2012

OFCCP FACTORS	Factor Weight	Black	Hispanic	Asian	American Indian	Total Minority	Total Women	SOURCE
1. Availability of minorities and women having requisite skills in the reasonable recruitment area	0.80	4.00	3.73	4.85	0.78	13.36	38.75	USDE, Nat'l Ctr. For Education Statistics, Digest of Education Statistics Table 300: Master's degrees by ethnicity, and field of study, 2008-09 Table 303: Doctor's degrees conf'd by degree-grntg instt's by sex, race/ethnicity, and field of study, 2008-09 & Table 286, by sex & discipline division, 2008-09
2. Percent promotable, transferable, and trainable within the contractor's organization	0.20	1.40	8.47	4.97	0.00	14.85	29.97	2012 Workforce -- Academics in agricultural & plant sciences, including soils and water policy
FINAL AVAILABILITY		3.48	4.68	4.87	0.62	13.66	36.99	

Table VI-7
ESTIMATED AVAILABILITY OF MINORITIES AND WOMEN
ANR Advisors - Natural Resources & Environment/Animals & Their Systems (A5)

2012

OFCCP FACTORS	Factor Weight	Black	Hispanic	Asian	American Indian	Total Minority	Total Women	SOURCE
1. Availability of minorities and women having requisite skills in the reasonable recruitment area	0.80	6.03	5.23	11.10	0.60	22.96	45.68	USDE, Nat'l Ctr. For Education Statistics, Digest of Education Statistics Table 300: Master's degrees by ethnicity, and field of study: 2008-09 Table 303: Doctor's degrees confrd by degree-grntg instit's by sex, race/ ethnicity, and field of study: 2008-09 & Table 288, by sex & discipline division, 2008-09
2. Percent promotable, transferable, and trainable within the contractor's organization	0.20	0.13	8.93	0.38	0.00	9.44	37.12	2012 Workforce -- Academics in animal, marine & nat. res. sciences, including dairy and forestry
FINAL AVAILABILITY		4.85	5.97	8.96	0.48	20.26	43.97	

Table VI-8
ESTIMATED AVAILABILITY OF MINORITIES AND WOMEN
ANR Advisors - Families, Youth & Communities/Nutrition/Economics & Policy/Communication (A6)

2012

OFCCP FACTORS	Factor Weight	Black	Hispanic	Asian	American Indian	Total Minority	Total Women	SOURCE
1. Availability of minorities and women having requisite skills in the reasonable recruitment area	0.80	11.03	5.55	5.03	0.68	22.29	63.95	USDE, Nat'l Ctr. For Education Statistics, Digest of Education Statistics Table 300; Master's degrees by ethnicity, and field of study; 2008-09 Table 303; Doctor's degrees conferred by degree-granting institutions by sex, race/ethnicity, and field of study; 2008-09 & Table 286; by sex & discipline division, 2008-09
2. Percent promotable, transferable, and trainable within the contractor's organization	0.20	6.14	24.17	11.48	0.00	41.79	73.97	2012 Workforce -- Academics in human resource specialties including nutrition and youth dev.
FINAL AVAILABILITY		10.05	9.27	6.32	0.54	26.19	65.95	

Table VI-9
ESTIMATED AVAILABILITY OF MINORITIES AND WOMEN
 ANR County/Multi-County Partnership Directors (A7)

2012

OFCCP FACTORS	Factor Weight	Black	Hispanic	Asian	American Indian	Total Minority	Total Women	SOURCE
1. Availability of minorities and women having requisite skills in the reasonable recruitment area	0.20	10.25	5.50	5.70	0.70	22.15	62.15	USDE, Nat'l Ctr. For Education Statistics, Digest of Education Statistics <u>Table 300</u> : Master's degrees by ethnicity, and field of study: 2008-09 <u>Table 303</u> : Doctor's degrees conferred by degree-granting institutions by sex, race/ethnicity, and field of study: 2008-09 & <u>Table 286</u> : by sex & discipline division, 2008-09
2. Percent promotable, transferable, and trainable within the contractor's organization	0.80	8.17	6.93	0.00	0.00	15.11	32.67	2012 Workforce -- Academics in county director positions
FINAL AVAILABILITY		8.59	6.64	1.14	0.14	16.52	38.57	

Table VI-10
ESTIMATED AVAILABILITY OF MINORITIES AND WOMEN
ANR Other Academics (A8)

2012

OFCCP FACTORS	Factor Weight	Black	Hispanic	Asian	American Indian	Total Minority	Total Women	SOURCE
1. Availability of minorities and women having requisite skills in the reasonable recruitment area	0.80	10.30	5.58	5.93	0.70	22.51	62.03	USDE, Nat'l Ctr. For Education Statistics, Digest of Education Statistics Table 300; Master's degrees by ethnicity, and field of study, 2008-09 Table 303; Doctor's degrees conf'd by degree-grntg instit.s by sex, race/ ethnicity, and field of study, 2008-09 & Table 286; by sex & discipline division, 2008-09
2. Percent promotable, transferable, and trainable within the contractor's organization	0.20	5.63	0.00	0.00	0.00	5.63	60.56	2012 Workforce -- Academics in such positions as exec. director, or assoc. dean, including acad. coordinator & librarian
FINAL AVAILABILITY		9.37	4.46	4.74	0.56	19.13	61.74	

Table VI-11
ESTIMATED AVAILABILITY OF MINORITIES AND WOMEN
 Job Group: Management (S1)

2012

OFCCP FACTORS	Factor Weight	Black	Hispanic	Asian	American Indian	Total Minority	Total Women	SOURCE
1. Availability of minorities and women having requisite skills in the reasonable recruitment area	0.80	4.83	12.13	12.28	0.40	29.64	36.65	US EEOC - 2009 Job Patterns for Minorities & Women in Private Industry (EEO-1); 2009 EEO-1 National Aggregate Report & 2009 EEO-1 Aggregate Report , California
2. Percent promotable, transferable, and trainable within the contractor's organization	0.20	4.55	13.64	18.18	0.00	36.36	72.73	UCOP - ANR S1 Workforce, 2012
FINAL AVAILABILITY		4.77	12.43	13.46	0.32	30.98	43.87	

Table VI-12
ESTIMATED AVAILABILITY OF MINORITIES AND WOMEN
 Job Group: Professional (S2)

2012

OFCCP FACTORS	Factor Weight	Black	Hispanic	Asian	American Indian	Total Minority	Total Women	SOURCE
1. Availability of minorities and women having requisite skills in the reasonable recruitment area	0.80	4.88	6.88	31.85	0.33	43.94	50.48	US EEOC 2009 EEO-1 Aggregate Report, California & 2009 EEO-1 Aggregate Report, by CBSA for San Francisco - Oakland - Fremont
2. Percent promotable, transferable, and trainable within the contractor's organization	0.20	12.82	20.51	12.82	0.00	46.15	74.36	UCOP - ANR Workforce, 2012
FINAL AVAILABILITY		6.47	9.61	28.04	0.26	44.38	55.26	

Table VI-13
ESTIMATED AVAILABILITY OF MINORITIES AND WOMEN
 Job Group: Skilled Technicians (S3)

2012

OFCCP FACTORS	Factor Weight	Black	Hispanic	Asian	American Indian	Total Minority	Total Women	SOURCE
1. Availability of minorities and women having requisite skills in the reasonable recruitment area	0.80	8.23	14.85	32.13	0.53	55.74	40.95	US EEOC 2009 EEO-1 Aggregate Report, California & 2009 EEO-1 Aggregate Report, by CBSA for San Francisco - Oakland - Fremont
2. Percent promotable, transferable, and trainable within the contractor's organization	0.20	3.30	28.77	8.02	1.89	41.98	82.55	UCOP - ANR Workforce, 2012
FINAL AVAILABILITY		7.24	17.63	27.31	0.80	52.99	49.27	

Table VI-14
ESTIMATED AVAILABILITY OF MINORITIES AND WOMEN
Job Group: Office & Clerical Workers (S4)

2012

OFCCP FACTORS	Factor Weight	Black	Hispanic	Asian	American Indian	Total Minority	Total Women	SOURCE
1. Availability of minorities and women having requisite skills in the reasonable recruitment area	0.80	12.65	19.25	24.63	0.60	57.13	74.33	US EEOC 2009 EEO-1 Aggregate Report, California & 2009 EEO-1 Aggregate Report, by CBSA for San Fransico - Oakland - Fremont
2. Percent promotable, transferable, and trainable within the contractor's organization	0.20	10.64	25.53	14.89	0.00	51.06	80.85	UCOP - ANR Workforce, 2012
FINAL AVAILABILITY		12.25	20.51	22.68	0.48	55.92	75.63	

VII. WORKFORCE UTILIZATION ANALYSES, PLACEMENT GOALS

A. Utilization Analyses

B. Placement Goals

VII. A UTILIZATION ANALYSES

October 2012

The goal of ANR is a workforce in which women and minorities are utilized at their availability. In order to accomplish this while maintaining standards of equal opportunity to all, the degree of existing underutilization must be assessed annually. The availability estimates discussed in Section VI above are the standard against which the current workforce is compared in order to determine whether or not underutilization exists. When the percentage of women or minorities employed in a particular job group is less than would reasonably be expected, given their availability percentage in a particular job group, underutilization is identified and an annual percentage placement goal is established. Sometimes, however, the percentage of women or minorities in a particular job group will be less than their availability percentage and *no* underutilization is identified. This is because ANR uses the “whole person rule.” This means that calculations determining underutilization are always rounded down to the nearest whole number — as outlined in “Technical Assistance Guide for Federal Supply and Service Contractors” US Dept. Of Labor Employment Standards Administration, OFCCP, August 2009, page 21. For instance, if the percentage of availability of American Indians were .4% and the workforce were 150 individuals, the calculated number of available American Indians for that particular job group’s workforce would be .6 individuals. Using the “whole person rule” this calculation is rounded down to the nearest whole number, in this instance, zero. Therefore, in this example, there would be no placement goals for American Indians for that particular job group. The attached Tables VII-1 through VII-9 show these availability estimates in relation to the actual workforce for each of the 9 job groups (5 academic and 4 staff personnel) covered in this AAPP. These availability estimates serve as ANR’s annual percentage placement goals for each job group where minority or female underutilization occurs. The following is a description of these tables.

Description of "Utilization Analyses" Tables

Row 1: Availability

This row indicates the estimated availability in the potential workforce for each ethnic/sex group. Availability estimates also serve as the annual percentage placement goals set for ANR’s underutilized groups.

Row 2: 2012 Workforce (the workforce as of Oct. 31 of the year indicated)

Specifies the sex and ethnic composition of the workforce

Row 3: Underutilized?

This row indicates whether or not particular sex/ethnic groups are underutilized (yes/no).

Further breakdown for Advisors (A4-A6) and County/Multi-County Partnership (MCP) Directors (A7) is given for county-based academics in Appendix 2. The County/MCP Directors are the responsible administrators for personnel and affirmative action in their respective counties (organizational unit).

County/MCP Director Job Group and the Utilization Tables for ANR Academics

Since all County/MCP Director appointments are less than 100% of the FTE, each individual with such an appointment is counted in the County/MCP Director job group (A7) at the percentage of their administrative appointment and also in their appropriate programmatic job group at the remaining percentage. For instance, if an advisor's position description has them holding a 25% county director appointment and a 75% programmatic position, that advisor is counted as 25% in the County/MCP Director job group (A7) and 75% in the appropriate programmatic job group. This procedure allows any women or minorities in ANR who are part-time county directors to maintain a presence in the two job groups and allows the workforce numbers presented in this AAPP to more accurately reflect the gender and ethnic makeup of the academic workforce. This also explains why, for instance, in the Utilization Analysis tables (Tables VII-1 – 5, pp. 50 thru 54) the total number for each academic job group is often a whole number followed by a decimal.

Table VII-1

**2012 Utilization Analysis
ANR Advisors - Plants & Their Systems (A4)**

**Advisors may be split bwtm various job groups based on their Topic/Category choices entered in the Taxonomy & Personnel System (TPS) [⊙]
CD <100% split bwtm CD & Programmatic Discipline(s)**

October 2012

Workforce source: ANR Data Mart (AHRIS reports) & ANR TPS system

Availabilities come from Tables VI - 6 thru 14

		Black	Hispanic	Asian	American Indian	Total Minority	Total Women	TOTAL
Availability	% **	3.48%	4.68%	4.87%	0.62%	13.66%	36.99%	
2012 Workforce	% ☆	1.40%	8.47%	4.97%	0.00%	14.85%	29.97%	71.40 100.0%
UNDERUTILIZED?	●	YES	NO	NO	NO	NO	YES	

** The calculated percent of availability in the labor pool.

- ☆ Because we are using the "whole person rule," an ethnic or gender category may *not* be underutilized when the percentage of the workforce is less than the percentage of availability in two instances: 1) when the number available for this size population is calculated to be less than one whole individual; for example, if the availability of American Indians were .4% and the size of the job group's workforce were 150, .4% of 150 equals .6 and the "whole person rule" dictates that we round *down* to the nearest whole number, in this instance, zero; 2) when the calculated number available for this size population when rounded *down* to the nearest whole number, equals the number already in the workforce
- Where underutilization is identified, annual percentage placement goals are established equal to the availability percentages specified in the table.
- ⊙ In TPS Advisors select a topic and category choice and assign percentages (when more than one topic/category is selected) to account for how their FTE is being utilized. For example, if an advisor selected "Plants & Their Systems" at 75% and "Natural Resources & Environment" at 25%, such an advisor would be "divided" 75% in "Plants & Their Systems" job group (A4) and 25% in the "Natural Resources & Environment/Animals & Their Systems" job group (A5).

Table VII-2

2012 Utilization Analysis

ANR Advisors - Natural Resources & Environment/Animals & Their Systems (A5)

**Advisors may be split bwtm various job groups based on their Topic/Category choices entered in the Taxonomy & Personnel System (TPS) [⊙]
CD <100% split bwtm CD & Programmatic Discipline**

October 2012

Workforce source: ANR Data Mart (AHRIS reports) & ANR TPS system

Availabilities come from Tables VI - 6 thru 14

		Black	Hispanic	Asian	American Indian	Total Minority	Total Women	TOTAL
Availability	%**	4.85%	5.97%	8.96%	0.48%	20.26%	43.97%	
2012 Workforce	% ☆	0.13%	8.93%	0.38%	0.00%	9.44%	37.12%	39.20 100.0%
UNDERUTILIZED?	●	YES	NO	YES	NO	YES	YES	

** The calculated percent of availability in the labor pool.

☆ Because we are using the "whole person rule," an ethnic or gender category may *not* be underutilized when the percentage of the workforce is less than the percentage of availability in two instances: 1) when the number available for this size population is calculated to be less than one whole individual; for example, if the availability of American Indians were .4% and the size of the job group's workforce were 150, .4% of 150 equals .6 and the "whole person rule" dictates that we round *down* to the nearest whole number, in this instance, zero; 2) when the calculated number available for this size population when rounded *down* to the nearest whole number, equals the number already in the workforce

● Where underutilization is identified, annual percentage placement goals are established equal to the availability percentages specified in the table.

⊙ In TPS Advisors select a topic and category choice and assign percentages (when more than one topic/category is selected) to account for how their FTE is being utilized. For example, if an advisor selected "Plants & Their Systems" at 75% and "Natural Resources & Environment" at 25%, such an advisor would be "divided" 75% in "Plants & Their Systems" job group (A4) and 25% in the "Natural Resources & Environment/Animals & Their Systems" job group (A5).

Table VII-3

2012 Utilization Analysis

ANR Advisors - Families, Youth & Communities/Nutrition/Economics & Policy/Communication (A6)

**Advisors may be split bwn various job groups based on their Topic/Category choices entered in the Taxonomy & Personnel System (TPS) [⊗]
CD <100% split bwn CD & Programmatic Discipline**

October 2012

Workforce source: ANR Data Mart (AHRIS reports) & ANR TPS system

Availabilities come from Tables VI - 6 thru 14

		Black	Hispanic	Asian	American Indian	Total Minority	Total Women	TOTAL
Availability	% **	10.05%	9.27%	6.32%	0.54%	26.19%	65.95%	
2012 Workforce	% ☆	6.14%	24.17%	11.48%	0.00%	41.79%	73.97%	37.45 100.0%
UNDERUTILIZED?	●	YES	NO	NO	NO	NO	NO	

** The calculated percent of availability in the labor pool.

☆ Because we are using the "whole person rule," an ethnic or gender category may *not* be underutilized when the percentage of the workforce is less than the percentage of availability in two instances: 1) when the number available for this size population is calculated to be less than one whole individual; for example, if the availability of American Indians were .4% and the size of the job group's workforce were 150, .4% of 150 equals .6 and the "whole person rule" dictates that we round *down* to the nearest whole number, in this instance, zero; 2) when the calculated number available for this size population when rounded *down* to the nearest whole number, equals the number already in the workforce

● Where underutilization is identified, annual percentage placement goals are established equal to the availability percentages specified in the table.

⊗ In TPS Advisors select a topic and category choice and assign percentages (when more than one topic/category is selected) to account for how their FTE is being utilized. For example, if an advisor selected "Plants & Their Systems" at 75% and "Natural Resources & Environment" at 25%, such an advisor would be "divided" 75% in "Plants & Their Systems" job group (A4) and 25% in the "Natural Resources & Environment/Animals & Their Systems" job group (A5).

Table VII-4

**2012 Utilization Analysis
ANR County/Multi-County Partnership Directors (A7)**

**Advisors may be split bwtm various job groups based on their Topic/Category choices entered in the Taxonomy & Personnel System (TPS) [®]
CD <100% split bwtm CD & Programmatic Discipline**

October 2012

Workforce source: ANR Data Mart (AHRIS reports) & ANR TPS system

Availabilities come from Tables VI - 6 thru 14

		Black	Hispanic	Asian	American Indian	Total Minority	Total Women	TOTAL
Availability	% **	8.59%	6.64%	1.14%	0.14%	16.52%	38.57%	
2012 Workforce	% ☆	8.17%	6.93%	0.00%	0.00%	15.10%	32.67%	20.20 100.0%
UNDERUTILIZED?	●	NO	NO	NO	NO	NO	YES	

** The calculated percent of availability in the labor pool.

- ☆ Because we are using the "whole person rule," an ethnic or gender category may *not* be underutilized when the percentage of the workforce is less than the percentage of availability in two instances: 1) when the number available for this size population is calculated to be less than one whole individual; for example, if the availability of American Indians were .4% and the size of the job group's workforce were 150, .4% of 150 equals .6 and the "whole person rule" dictates that we round *down* to the nearest whole number, in this instance, zero; 2) when the calculated number available for this size population when rounded *down* to the nearest whole number, equals the number already in the workforce
- Where underutilization is identified, annual percentage placement goals are established equal to the availability percentages specified in the table.
- In TPS Advisors select a topic and category choice and assign percentages (when more than one topic/category is selected) to account for how their FTE is being utilized. For example, if an advisor selected "Plants & Their Systems" at 75% and "Natural Resources & Environment" at 25%, such an advisor would be "divided" 75% in "Plants & Their Systems" job group (A4) and 25% in the "Natural Resources & Environment/Animals & Their Systems" job group (A5).

Table VII-5

**2012 Utilization Analysis
ANR Other Academics (A8)**

**Advisors may be split bwtm various job groups based on their Topic/Category choices entered in the Taxonomy & Personnel System (TPS) [⊙]
CD <100% split bwtm CD & Programmatic Discipline**

October 2012

Workforce source: ANR Data Mart (AHRIS reports) & ANR TPS system

Availabilities come from Tables VI - 6 thru 14

		Black	Hispanic	Asian	American Indian	Total Minority	Total Women	TOTAL
Availability	% **	9.37%	4.46%	4.74%	0.56%	19.13%	61.74%	
2012 Workforce	% ☆	5.63%	0.00%	0.00%	0.00%	5.63%	60.56%	17.75 100.0%
UNDERUTILIZED?	●	NO	NO	NO	NO	YES	NO	

** The calculated percent of availability in the labor pool.

- ☆ Because we are using the "whole person rule," an ethnic or gender category may *not* be underutilized when the percentage of the workforce is less than the percentage of availability in two instances: 1) when the number available for this size population is calculated to be less than one whole individual; for example, if the availability of American Indians were .4% and the size of the job group's workforce were 150, .4% of 150 equals .6 and the "whole person rule" dictates that we round *down* to the nearest whole number, in this instance, zero; 2) when the calculated number available for this size population when rounded *down* to the nearest whole number, equals the number already in the workforce
- Where underutilization is identified, annual percentage placement goals are established equal to the availability percentages specified in the table.
- ⊙ In TPS Advisors select a topic and category choice and assign percentages (when more than one topic/category is selected) to account for how their FTE is being utilized. For example, if an advisor selected "Plants & Their Systems" at 75% and "Natural Resources & Environment" at 25%, such an advisor would be "divided" 75% in "Plants & Their Systems" job group (A4) and 25% in the "Natural Resources & Environment/Animals & Their Systems" job group (A5).

Table VII-6

2012 Utilization Analysis - ANR Management (S1)

October 2012

Workforce source: ANR Data Mart (AHRIS reports)

Availabilities come from Tables VI - 6 thru 14

		Black	Hispanic	Asian	American Indian	Total Minority	Total Women	TOTAL
Availability	% **	4.77%	12.43%	13.46%	0.32%	30.98%	43.87%	
2012 Workforce	% ☆	4.55%	13.64%	18.18%	0.00%	36.36%	72.73%	22 100.0%
UNDERUTILIZED?	●	NO	NO	NO	NO	NO	NO	

** The calculated percent of availability in the labor pool.

☆ Because we are using the "whole person rule," an ethnic or gender category may *not* be underutilized when the percentage of the workforce is less than the percentage of availability in two instances: 1) when the number available for this size population is calculated to be less than one whole individual; for example, if the availability of American Indians were .4% and the size of the job group's workforce were 150, .4% of 150 equals .6 and the "whole person rule" dictates that we round *down* to the nearest whole number, in this instance, zero; 2) when the calculated number available for this size population when rounded *down* to the nearest whole number, equals the number already in the workforce

● Where underutilization is identified, annual percentage placement goals are established equal to the availability percentages specified in the table.

Table VII-7

2012 Utilization Analysis - ANR Professionals (S2)

October 2012

Workforce source: ANR Data Mart (AHRIS reports)

Availabilities come from Tables VI - 6 thru 14

	Black	Hispanic	Asian	American Indian	Total Minority	Total Women	TOTAL
Availability % **	6.47%	9.61%	28.04%	0.26%	44.38%	55.26%	
2012 Workforce % ☆	12.82%	20.51%	12.82%	0.00%	46.15%	74.36%	39 100.0%
UNDERUTILIZED? ●	NO	NO	YES	NO	NO	NO	

** The calculated percent of availability in the labor pool.

☆ Because we are using the "whole person rule," an ethnic or gender category may *not* be underutilized when the percentage of the workforce is less than the percentage of availability in two instances: 1) when the number available for this size population is calculated to be less than one whole individual; for example, if the availability of American Indians were .4% and the size of the job group's workforce were 150, .4% of 150 equals .6 and the "whole person rule" dictates that we round *down* to the nearest whole number, in this instance, zero; 2) when the calculated number available for this size population when rounded *down* to the nearest whole number, equals the number already in the workforce

● Where underutilization is identified, annual percentage placement goals are established equal to the availability percentages specified in the table.

Table VII-8

**2012 Utilization Analysis
ANR Skilled Technicians (S3)**

October 2012

Workforce source: ANR Data Mart (AHRIS reports)

Availabilities come from Tables VI - 6 thru 14

		Black	Hispanic	Asian	American Indian	Total Minority	Total Women	TOTAL
Availability	%**	7.24%	17.63%	27.31%	0.80%	52.99%	49.27%	
2012 Workforce	% ☆	3.30%	28.77%	8.02%	1.89%	41.98%	82.55%	212 100.0%
UNDERUTILIZED?	●	YES	NO	YES	NO	YES	NO	

** The calculated percent of availability in the labor pool.

☆ Because we are using the "whole person rule," an ethnic or gender category may *not* be underutilized when the percentage of the workforce is less than the percentage of availability in two instances: 1) when the number available for this size population is calculated to be less than one whole individual; for example, if the availability of American Indians were .4% and the size of the job group's workforce were 150, .4% of 150 equals .6 and the "whole person rule" dictates that we round *down* to the nearest whole number, in this instance, zero; 2) when the calculated number available for this size population when rounded *down* to the nearest whole number, equals the number already in the workforce

● Where underutilization is identified, annual percentage placement goals are established equal to the availability percentages specified in the table.

Table VII-9

2012 Utilization Analysis - ANR Clericals (S4)

October 2012

Workforce source: ANR Data Mart (AHRIS reports)

Availabilities come from Tables VI - 6 thru 14

		Black	Hispanic	Asian	American Indian	Total Minority	Total Women	TOTAL
Availability	%**	12.25%	20.51%	22.68%	0.48%	55.92%	75.63%	
2012 Workforce *	% ☆	10.64%	25.53%	14.89%	0.00%	51.06%	80.85%	47 100.0%
UNDERUTILIZED?	●	NO	NO	YES	NO	YES	NO	

* Includes 2 male Hispanics; 1 male White; 2 female White from old job group S5.

** The calculated percent of availability in the labor pool.

☆ Because we are using the "whole person rule," an ethnic or gender category may *not* be underutilized when the percentage of the workforce is less than the percentage of availability in two instances: 1) when the number available for this size population is calculated to be less than one whole individual; for example, if the availability of American Indians were .4% and the size of the job group's workforce were 150, .4% of 150 equals .6 and the "whole person rule" dictates that we round *down* to the nearest whole number, in this instance, zero; 2) when the calculated number available for this size population when rounded *down* to the nearest whole number, equals the number already in the workforce

● Where underutilization is identified, annual percentage placement goals are established equal to the availability percentages specified in the table.

VII. B PLACEMENT GOALS

The goals for the period of this plan are to achieve placement rates equal to availability for those job groups in which women or minorities are underutilized. Placement goals serve as objectives reasonably attainable by means of applying every good faith effort to make all aspects of the entire affirmative action program work. Nevertheless, the existence of these goals does not require the hiring of a person who is less qualified, nor do they require an employer to hire a specified number of people. Such a requirement would constitute a quota, which is strictly forbidden.

Below is list of the underutilized job groups within ANR and the annual percentage placement goal(s) for each job group. The placement goal will be in parentheses after the ethnic/racial category where underutilization exists. If a category is not listed, no underutilization exists in that category for that job group.

(For a brief discussion of the academic advisor job groups' descriptive titles, see Appendix 2.)

In the Plants & Their Systems Job Group A4 on page 50, underutilization exists in Blacks (3.48%); and women (36.99%).

In the Natural Resources & Environment/Animals & Their Systems Job Group A5 on page 51, underutilization exists in Blacks (4.85%); Asians (8.96%); Total Minority (20.26%) and women (43.97%).

In the Families, Youth & Communities/Nutrition/Economics & Policy/Communication Job Group A6, underutilization exists in Blacks (10.05%).

In the County/MCP Directors Job Group A7 on page 53 underutilization exists in women (38.57%).

In the Other Academics Job Group A8 on page 54 underutilization exists in ; and Total Minority (19.13%).

In the ANR Professionals Job Group (S2) on page 56 underutilizations exists in Asians (28.04%).

In the ANR Skilled Technicians Job Group S3 on page 57 underutilization exists in Blacks (7.24%); Asians (27.31%); and Total Minority (52.99%).

In the ANR Clericals Job Group S4 on page 58 underutilization exists in Asians (22.68); and Total Minority (55.92%).

VIII. IDENTIFICATION OF PROBLEM AREAS: 41 CFR 60-250.44 (b)

A. Utilization

This section discusses job groups where minorities or women are not employed at rates consistent with their availability in the workforce. ANR, while maintaining a commitment to nondiscrimination and equal opportunity for all, establishes a percentage annual placement goal for all job groups in which underutilization has been identified and these placement goals serve as objectives to which good faith efforts are directed to correct deficiencies in the utilization of minorities and women. While, in general, female and, in some cases, minority underutilization in our academic ranks has decreased over the past few years, these job groups continue to represent our greatest affirmative action challenge. There are several factors which contribute to the difficulty in recruiting qualified women and minorities for ANR academic positions. One problem has been competition with industry, other academic institutions and other UC campuses for talented female and minority candidates. Another is the limited number of hiring opportunities in certain job groups.

Referring to Tables VII-1 thru VII-9, these tables compare estimated availability with actual representation of women, total minorities, and individual minority groups in the 9 job groups in the ANR workforce. These tables also indicate those job groups in which underutilization has been identified.

With regard to women, although progress overall continues to be made, underutilization exists statewide in three of the five academic job groups. Summarizing the data shown in Tables VII-1 thru VII-9, women constitute 43.5 percent (up from last year's 41.9 percent availability 50.3 percent) of ANR's total academic workforce in 2012.

The hiring of qualified female academics as Agriculture/Plant Science Advisors remains a high priority. There is reason for optimism: in 2011, the National Center for Education Statistics reported that "For nearly all levels of degrees within different racial/ethnic groups, women earned the majority of degrees in 2008–09. For example, Black females earned . . . 72 percent of master's degrees, 62 percent of first-professional degrees, and 67 percent of doctoral degrees awarded to Black students. Hispanic females earned . . . 64 percent of master's degrees, 53 percent of first-professional degrees, and 57 percent of doctoral degrees awarded to Hispanic students. White females earned more degrees than White males for each level of degree except first-professional, for which they earned 46 percent of the degrees awarded." The table below from the National Center for Education Statistics demonstrates that this trend has continued through 2010.

As shown in Tables VII-6-9 women are not underutilized in any of the four staff job groups (S1-S4). While female representation has never been as disproportionate in the staff job groups as in the academic, the elimination of female underutilization within the staff job groups is a significant achievement and stands as testament to ANR's good-faith efforts toward diversity and equal opportunity.

Summarizing Tables VII-1 thru VII-5, minorities constituted 18.3% of the total statewide Division academic workforce in 2012 (availability 20.3%). While minorities, across the board, have been earning more advanced degrees, the table below, from the National Center for Education Statistics,

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shows that minority total degrees earned overall still lags far behind White rates. ANR will continue its efforts to ensure equal employment opportunity to all applicants including minorities.

Level of degree and race/ethnicity	Number		Percentage distribution		Percent conferred to females	
	1999-2000	2009-10	1999-2000	2009-10	1999-2000	2009-10
Master's	463,185	693,025	100.0	100.0	57.7	60.3
White	324,990	445,038	70.2	64.2	59.6	61.8
Black	36,606	76,458	7.9	11	68.2	71.1
Hispanic	19,379	43,535	4.2	6.3	60.1	64.3
Asian/Pacific Islander	23,523	42,702	5.1	6.2	52.0	54.3
American Indian/ Alaska Native	2,263	3,960	0.5	0.6	62.7	64.3
Nonresident alien	56,424	81,332	12.2	11.7	40.8	43.0
Doctoral ¹	118,736	158,558	100.0	100.0	45.3	51.7
White	82,984	104,426	69.9	65.9	45.4	51.4
Black	7,078	10,417	6.0	6.6	61.0	65.2
Hispanic	5,042	8,085	4.2	5.1	48.4	55.0
Asian/Pacific Islander	10,682	16,625	9.0	10.5	48.8	56.5
American Indian/ Alaska Native	708	952	0.6	0.6	53.0	54.8
Nonresident alien	12,242	18,053	10.3	11.4	30.9	39.2

¹ Includes Ph.D., Ed.D., and comparable degrees at the doctoral level.

Total Minorities, as a category, are underrepresented in two of the four staff job groups (i.e. Skilled Technicians [S3] and Clericals [S4]); Management (S1) and Professionals (S2) are not underutilized in Total Minorities. However, two staff job groups (S2 & S4) also have underutilization in one of the individual protected groups (i.e. Asian); and one, S3, is underutilized in both Asian and Black, as summarized on page 59 – (see Table VII-6 thru 9, pp. 55 - 58). In summary, Staff job groups S2 (Professionals), S3 (Skilled Technicians), and S4 (Clericals) are underutilized in Asians; job group S3 (Skilled Technicians) is also underutilized in Blacks. Staff job group S1 (Management) has no underutilizations. Continued rigorous and inclusive recruitment efforts and the several outreach programs discussed elsewhere in this document should enhance the likelihood that underutilization will be eliminated.

In those job groups where women and minorities are still underutilized, annual percentage placement goals have generally been met over the past two years. In 2012, ANR had three out of its five academic job groups (A4- Plants & Their Systems, A5 – Natural Resources & Environment/Animals & Their Systems, and A7- County/ MCP Directors) underutilized in women. In 2012, the female academic workforce levels rose by almost 2 percentage points from 2011 levels (41.9% in 2011 to 43.5% in 2012). With availability at 50.3%, female representation in the academic workforce has fluctuated over the last five years and averaged 43.6% over this period. Retention issues are at play as well. For 2011-2012, ANR saw 7 academic women separate for various reasons, while 8 were hired in the same period. This revolving door-type of environment obviously makes maintaining a gender-diverse workforce challenging. . While the factors contributing to this situation are complex, significant among them is the volatile state budget which (when it shrinks) impacts recruitment as well as retention (i.e. merit increases, etc.) efforts. Recent signs that the California economy is improving are encouraging for the short term but long term we cannot ignore other factors such as that the United States birth rate has been in decline for several years. While, because of immigration, the population of the United States is still growing, the birth rate has been declining since the recession that started in 2007. (http://www.huffingtonpost.com/2012/08/15/us-birth-rate_n_1779960.html) Also, the most recent Census data shows that this last decade has been the slowest decade of population growth in the US since the Great Depression. Whether the rate of production per worker can continue to increase sufficiently and/or enough skilled immigrants can be brought in to allow a shrinking native-born workforce to provide both growth in the national economy and the social security of increasing numbers of retirees is unclear – as is the impact these factors will have on the California economy and its support of higher education. However the macroeconomic factors play out -- which can affect retention/recruitment efforts of not only women but of minorities as well -- ANR Affirmative Action will continue to monitor the recruitment process, while working collaboratively with ANR administration to maintain our shared commitment toward achieving a gender diverse workforce.

Before discussing minority progress, it should be pointed out that ANR has developed a Taxonomy & Personnel System (TPS) to better track academic program activity. The system allows the advisors to select the specific program area(s) (called “topics”) and sub-topics (i.e. categories *within* topics) where they are actually spending their time and assign a percent to these choices to more accurately reflect how each of their FTEs is being utilized “in the field.” (The specific TPS topics are listed in Appendix 2 along with a discussion of how they have been incorporated into the names of the academic job groups.) The former ANR academic job groups’ descriptive titles were changed in late 2012 to correspond with these topic/category choices found in the TPS system. The broad subject area(s) that the former job group titles covered, however, were maintained in the adoption of these new descriptive titles in order to maintain an historical continuity. When advisors select topic/category choices that cross into more than one academic job group, these advisors are “divided” between the job groups that their topic/category choices indicate. For instance, if an advisor selected the topic “Plants & Their Systems” at 75% and the topic “Natural Resources & Environment” at 25% then this advisor would be “divided” 75% in “Plants & Their Systems” job group (academic job group A4) and 25% in job group “Natural Resources & Environment/Animals & Their Systems” (A5). Since it was a very rare advisor who stipulated that their entire FTE was spent in just a single topic area, the result of utilizing ANR’s TPS system was a re-distribution of the ANR advisors

among the ANR academic job groups in a way that more accurately reflects their individual program area involvement(s). As an additional consequence of this re-distribution, the ethnic and gender makeup of each the academic job group has also undergone adjustment eliminating or lessening underutilizations in some cases while creating or increasing an underutilization in others (discussed below). As can be seen in Tables VII 1 – 5 pp. 50 – 55, the total in each academic job group is now a whole number followed by a decimal reflecting each advisor’s “division of labor” as recorded in the TPS system.

Minorities’ progress toward full representation has generally been more modest, but progress has been made. For instance, in 2011, in academic job group A7 (County/MCP Directors) there was an underutilization in Blacks; in 2012 the placement goals for Blacks was satisfied and this underutilization eliminated – although an underutilization in women still exists. Also in 2011, in academic job group A8 (Other Academics) there were underutilizations in Blacks, and Women; in 2012 the placement goals for Blacks and Women were satisfied and these underutilizations eliminated –a new underutilization in Blacks developed in academic job group A6 (Families, Youth & Community/Nutrition/ Economics & Policy/Communication) that did not exist in 2011 – this new underutilization, however, is a result of the “redistributing” of FTE among the job groups discussed above. The levels of underutilization within the academic workforce can be seen in the utilization tables (Tables VII-1 5, pages 50 - 54). As summarized on page 59, there is no specific minority group underutilization in academic job groups A7 (County/MCP Directors) and A8 (Other Academics). Over the past 5 years the percentage of minorities in the academic workforce has fluctuated between a low of 15.3% and a high of 18.8% for an average of 16.96% during this 5 year period. For 2012, minorities constituted 18.3% of the academic workforce (estimated availability: 20.3%) – down less than 1% from 2011 but up 3 percentage points from 2008 levels.

While it’s been noted that academic job groups A4 (Plants & Their Systems), A5 (Natural Resources & Environment/Animals & Their Systems), and A7 (County/MCP Directors) have an underutilization in women, most of the academic job groups are also underutilized in Blacks except A7 (County/MCP Directors) and A8 (Other Academics); note that there is no Hispanic underutilization in any academic job group in 2012 and only A5 (Natural Resources & Environment/Animals & Their Systems) had an underutilization in Asians. Maintaining an open and inclusive recruitment and selection process remains a high priority within ANR. Especially considering, as the table on page 61 shows, Blacks earned less than 12% of Master’s degrees, Hispanics less than 7% and Asians also less than 7% of all Master’s degrees. A Master’s is the minimum degree requirement for ANR academic positions. The table on page 61 illustrates that, with the majority of master’s degrees being awarded to white students and so few to Black, Hispanic, Asian and American India/Alaska Native students, the striving to fully diversify the ANR academic ranks presents a challenge.

B. Recruitment/Selection Processes

Another way of exploring where the difficulties in achieving balanced representation occur is to compare the rate of applications and selections of women and minorities for positions in job groups where underutilization exists. If the problem lies in inadequate numbers of protected-group applicants, then recruitment/outreach efforts will have to focus on these groups more effectively.

Whenever protected group individuals do apply but are not offered positions, then ANR must continue to carefully monitor the search committee's stated reasons for selection or de-selection of interviewees and new-hires to determine that there was no discrimination. Emphasis should continue to be on careful monitoring of the search and selection process to ensure equal opportunity for all.

ANR carefully monitors its academic recruitment and selection processes. Each lead unit, when initiating an academic recruitment, must first submit a list of the proposed search committee members which ANR reviews for diversity. The hiring authority also submits their recruitment plan (i.e. where they plan to advertise the position and for how long) which ANR reviews to ensure that inclusive efforts to reach and encourage covered veterans, minorities, the disabled, (including covered disabled veterans) and women to apply will be carried out. The hiring authority also submits the actual advertisement (called the Position Vacancy Announcement) (PVA) which ANR reviews to ensure that the PVA's language (based on the specific job requirements) does not discourage qualified minority, those with disabilities, (including covered disabled veterans) or women applicants from applying. Once applications have been received and reviewed by the hiring authority, documentation is submitted stating reasons why each applicant is either being proposed for inclusion in or rejection from the interview pool. These reasons must be based exclusively on the stated job requirements and must be able to be defended based on the applicant's resume/application. If an applicant appears to meet the academic qualifications but is later rejected based on the actual interview, then post-interview (but prior to any actual job offer being made to the successful candidate) documentation must state what evidence surfaced during the applicant's interview which would render them unsuitable for the position based on the stated job requirements and despite the applicant's stated academic qualifications. Post-interview documentation must also state, based on the job requirements, why the successful candidate is being proposed for hire.

Through these means, ANR demonstrates a concerted effort to ensure a fair, equitable and inclusive academic recruitment process and exhibits a good faith effort to maximize fairly minority, female, people with disabilities, and veteran participation. A very similar review/monitoring process is in place for all staff personnel recruitments within ANR, as well.

In addition, pursuant to 41 CFR 60-250.44 (b); and 41 CFR 60-300.44 (b); ANR will develop a procedure to produce a quickly retrievable form for each known protected veteran and disabled veteran and the ANR vacancies to which each has applied. In instances where these protected veterans have been rejected, their individual form will include the reason for their rejection. In those instances when the reason for rejection is medically related, their individual form will be treated as a confidential medical record in accordance with § 60-300.23(d). In those instances when the reason for rejection may or may not have been medically related, but an accommodation would have been required, a description of the accommodations considered will be included. Their individual form will then be treated as a confidential medical record in accordance with § 60-300.23(d). These individual veteran forms, though, will be available to the applicant or employee concerned upon request.

The total number of academic hires, as previously pointed out, was small: 14 total hires for all academic job groups. While a small number, it is noted that 21.4% of these academic hires were minorities (availability 20.3%) and 57.1% were women (availability 50.3%). 2012's 14 is a

significant increase in academic hires over 2011's 3 academic hires; and of those 3 none were minorities. Concerning staff hires, while there were 64 total hires for all staff job groups, the analysis of these hires did not discover any areas of concern and no specific problems in the hiring process were found. Despite the rather small sample size, it is useful to note that 48.4% of staff hires in 2012 were minorities (31 out of 64 hires – 44.8% availability); this hire rate was higher than the minority application rate: 43.1%. Staff woman hires equaled 75.7% of all staff hires. Available data suggests there are no inequalities in the ANR staff recruitment process. However, the Director of Affirmative Action will continue to monitor all applicant pool analyses for any trends over time.

Minority application rates in the staff job groups were generally above or near their availabilities in 2012 despite the fact that, in general, pay levels are lower in the University than in the private sector. Nevertheless, ANR will continue to monitor recruitment plans for all staff recruitments to ensure that the advertising for open positions is distributing information of employment opportunities in an equitable and inclusive manner. Continued monitoring is carried out at the interview stage and at the final selection stage (as noted above) to assure that there is no discrimination in the selection process.

C. Other Programs/Practices

This section will discuss ANR's compensation systems for academic and staff personnel as well as its practices regarding merits and promotions. ANR continually reviews its personnel practices regarding merits and promotions, terminations and employee development programs to ensure there is no disparity in the treatment of underrepresented group members in the workforce. As discussed below, the figures do not indicate that minorities and women are disproportionately or adversely affected in personnel practices or employee opportunities.

Compensation: ANR's compensation policy for its academic employees is monitored by the Executive Director of Academic Personnel (under the direction of the AD). ANR compensation policy for its Staff is monitored by the Executive Director of Staff Personnel (under the AVP-BO). The ANR evaluation form for staff used to determine qualification for merit and equity increases uses four categories altogether and verbal descriptions to differentiate the various degrees or levels of the rating scale.

Management (MSP)/Professional & Support Staff (PSS) Merits: The dollar amount available for merit increases varies annually based on budgetary allocations. In 2012, there was no money available for the PSS and MSP programs. All compensation increases for represented employees are given in accordance with collective bargaining agreements.

Management (MSP)/Professional & Support Staff (PSS) Equities: For 2012, due to funding reductions in the state budget, there were no equity adjustments distributed by ANR.

Academic Merits and Promotions: Affirmative action/outreach efforts continue to be given explicit consideration among the criteria for all merit and promotion actions. The Director of Affirmative Action continues to be responsible for reviewing the nondiscrimination/outreach efforts and accomplishments of each advisor with program delivery responsibility up for review.

She also continues as an *ex officio* member of the Personnel Committee of the Academic Assembly Council, which monitors the peer review process. The Peer Review Committee, which is chaired by the Executive Director of Academic Personnel and is composed of seven ANR academics appointed by the AD, makes recommendations to the AD. The AD makes the final decisions on all academic merit/promotion salary actions. All appeals go to the Vice President. Deans continue to take appropriate action to include similar accountability for nondiscrimination/outreach efforts in the evaluation process for Cooperative Extension academic and management personnel as assigned to the campuses.

Overall, 73 Cooperative Extension Advisors and County/MCP Directors were eligible for review for possible salary advancements in 2012. 60 (82.2%) individuals decided to submit program reviews for salary actions. More eligible men (82.5%) than eligible women (81.8%) were reviewed. In terms of ethnicity, most eligible members of protected groups went forward for review: Blacks: 100%; Asians: 100.0%; 90.0% of eligible Hispanics went forward. This compares to 79.7% of eligible Whites. (Note: There was no American Indians in the academic workforce in 2012.

The female rate of advancement is higher than the male rate (92.3% and 70.0% respectively) for Merits, also for Promotions (100.0% vs. 83.3%) but the women's rate of advancement was lower than the men's for Accelerations (42.9% vs. 85.7%). For all types of actions considered together, the female rate of advancement is higher than the male rate of advancement: 81.5% vs. 75.8%. Analysis did not find these disparities significant from an Affirmative Action perspective and no areas of concern were discovered.

In 2012 five people (three females, two males) from job group A8 (Other Academics) were eligible for review and went forward. Three were approved (2 women, one male). One male minority was denied and one white woman was also denied. Across all types of salary action this year, no areas of concern were identified in the academic merit and promotion actions in ANR.

The Director of Affirmative Action will continue to monitor the rates of approval for female and minority personnel actions to determine if disparities exist and to ensure no impediments to equal employment opportunity exist. Where any gender, race, or ethnicity-based disparities in either academic or staff compensation systems are identified, action oriented programs are developed to address and remedy the problem.

Separations: An analysis of ANR academic and staff workforce voluntary and involuntary separations was undertaken and no areas of concern were identified. (Data table available upon request.)

In this regard, ANR uses an on-line exit survey process provided by a third party vendor and which is monitored by the Affirmative Action Office. The analysis of these surveys by the Affirmative Action Office enables ANR to identify any negative trends and possible causes and propose remedies to address them effectively. This is particularly useful in monitoring the circumstances behind minority academic separations – though, it should be noted that participation in exit surveys is voluntary.

IX. DEVELOPMENT AND EXECUTION OF ACTION-ORIENTED PROGRAMS

This section describes programs and activities designed to promote positive and inclusive outreach efforts in the Division of Agriculture and Natural Resources and to correct identified problem areas. As is the case throughout this Affirmative Action Personnel Plan (AAPP), programs refer to all employees and procedures not delegated to the campuses. These programs and activities are categorized into five general areas:

- A. Recruitment/Outreach
- B. Selection and Employment
- C. Salary Advancement
- D. Training and Staff Development
- E. Other Programs and Actions

A. Recruitment/Outreach

1. The DAA reviews the composition of all search committees, for on-site and off-site positions, with an intention that each committee for academic and management positions have diverse representation.
2. The DAA reviews all on-site and off-site position vacancy announcements for consistency in minimum qualifications and appropriate nondiscrimination statements, and to ensure that announcements do not contain material which would unnecessarily discourage applications from members of underrepresented groups.
3. ANR, while seeking to ensure that women, minorities, those with disabilities and all covered veterans are also included and advised of ANR employment opportunities, utilizes inclusive recruitment efforts which can include high circulation daily newspapers, employment web sites, and (for academic positions) appropriate scholarly journals and websites.
4. Underutilization information for all on-site and off-site positions is included in instructions to search committee chairs and all chairs may request personal instructions regarding their affirmative action/nondiscrimination responsibilities. The chair is designated as Affirmative Action Representative, charged with coordinating efforts with the Affirmative Action Office, monitoring and ensuring that outreach efforts receive appropriate consideration in the search process, and that principles of nondiscrimination and equal opportunity and inclusiveness are adhered to throughout the recruitment process and are properly documented.

5. Outreach efforts are an important element in the advancement process for all academics. The Program Review (PR) is a document prepared by ANR academics as a basis for evaluating eligibility for promotion and merit increases. Training is provided to all off-site academics in preparing their PR's, including strategies for implementing and documenting their outreach efforts. On an annual basis the Affirmative Action Office submits a report on the compliance status for the previous three years of every academic on the merit and promotions list. This report is submitted to the Peer Review Committee for use in the merit and promotion process.

6. Recruitments for all staff and management positions will continue to follow ANR procedures. The DAA in ANR has nondiscrimination monitoring and approval authority on these processes.

B. Selection and Employment

In accordance with University policy, ANR's on-site and off-site employees will be hired and assigned solely on the basis of their qualifications and ability to perform the duties and responsibilities of the position. Preference will be given to qualified persons on "preferential rehire" status as a result of layoff. The following recruitment procedures are designed to ensure that these equal employment opportunity and nondiscrimination guidelines are followed in all on-site and off-site recruitments in ANR.

1. A three-tier system of academic and staff applicant pool and position review has been implemented to encourage a diverse representation, including women and minorities, at all stages of the hiring process and that the above EEO/AA considerations are consistently followed. This system entails: 1) review and approval of a search and screen plan, composition of the search committee, and the position announcement; 2) review and sign-off of the interview pool; and 3) final pre-hire approval. A search committee or hiring authority must document and justify its actions at each stage of the process. The chair of a search committee acts as Affirmative Action Representative and works closely with the DAA. This review process is discussed in detail in Section V-Internal Audit and Reporting Systems and in Section VIII-Identification of Problem Areas.

2. The Affirmative Action Office's applicant tracking system, which collects recruitment data from all Personnel units servicing ANR allows summary reporting of application, minimally qualified, interview and hiring patterns on an ongoing basis.

3. Waivers of recruitment are approved by the Director of Affirmative Action if such a waiver is consistent with relevant Division personnel and non-discrimination policies.

C. Salary Advancement

1. As mentioned above, outreach efforts will continue to be one of the considerations in determining advancements for academic employees. The Affirmative Action Office has developed guidelines for evaluating outreach efforts of academic employees, and the DAA collaborates with the Peer Review Committee and the AD to discuss the programmatic compliance of off-site academics being considered for merits, promotions and accelerations.

2. Reports have been developed by ANR Academic Personnel Unit to permit the Affirmative Action Office to monitor the advancement of off-site academic employees through the ranks. This system allows the DAA to compare the advancement of women and minority employees to that of their peers in order to determine whether they are making similar progress.

D. Training/Staff Development

A comprehensive Division wide affirmative action/diversity training program is updated and implemented as required. As a result, all new Division of Agriculture and Natural Resources (ANR) off-site and on-site employees receive appropriate equal opportunity/diversity orientation. Equal opportunity/diversity training for County/MCP Directors and Advisors is being provided annually or as requested; county and/or statewide meetings on diversity/outreach requirements occur as required, and statewide project managers are kept informed of their training responsibilities in periodic training sessions.

Staff development programs provide a unique opportunity to advance current employees including women, and minorities within the ANR workforce. Various University staff development programs coordinated by Personnel Services in the Office of the President and (where appropriate) UC Davis Office of Human Resources are open to Division management and staff personnel.

The programs are:

1. Management Skills Assessment Program (MSAP) -- Nonacademic professional staff are provided the opportunity for self-development or enrichment through the Management Skills Assessment Program.
2. UCSF Leadership Academy -- The UCSF Leadership Academy is designed to provide professional development for managers in order to enhance their managerial skills.
3. The Business Officer Institute (BOI) — This program represents an institutional investment in the skills, knowledge and abilities of UC business officers. BOI is intended to develop skills in the area of budget and finance, audit and internal controls, technology, ethics, sponsored research, risk assessment and human resource management. Employees encouraged to attend are any business officer with broad responsibility for the administrative functions of UCOP departments in budget and finance, human resources, payroll, internal controls, and sponsored projects.
4. UCOP and (when appropriate) UC Davis both offer various career development resources for staff, such as resume writing advice.

E. Other Programs/Actions

1. Complaint Resolution/Grievances/Administrative Review

In accordance with University of California personnel policies, ANR has established grievance procedures for off-site and on-site employees which assure fair adjudication of complaints related to conditions of employment. These procedures provide complaint resolution processes through informal resolution, formal hearings and administrative reviews. Campus-based ANR employees follow the grievance procedures of their respective campuses.

A complaint resolution process has been established to ensure that off-site and on-site Division employees have fair and unprejudiced access to grievance procedures for the resolution of work-related conflicts related to discrimination issues or personnel problems. The DAA, as the informal Complaint Resolution Officer (CRO), provides advice, information and participates in informal grievance resolutions. Formal grievance procedures have been centralized cooperatively between the office of the AVP-BO and the AD.

2. Equal Opportunity Advisory Committee

ANR has established the Equal Opportunity Advisory Committee (EOAC). The Equal Opportunity Advisory Committee, with the DAA as chair, meets quarterly to advise ANR administration regarding affirmative action/ non-discrimination/ outreach and disabled accessibility issues in ANR. The committee includes employees from a variety of programs and job groups throughout the organization. The EOAC serves as an adjunct and informs ANR Affirmative Action Office's efforts to monitor non-discrimination, outreach and disabled accessibility issues.

3. Termination

Termination or nonrenewal of employment will not be based on race, religion, color, national origin, sex, pregnancy, ancestry, marital status, sexual orientation, gender identity, age, service in the uniformed services, medical condition (cancer-related or genetic characteristics), genetic information (including family medical history), ancestry, marital status, age, sexual orientation, disability, or citizenship, within the limits imposed by law or University policy. Rates of termination (women and minorities *versus* men and non-minorities) will be reviewed annually to determine whether women and minorities are disproportionately affected, and, if so, to determine what corrective action may be appropriate. The Director of Affirmative Action reviews layoff proposals and makes recommendations prior to any terminations.

4. Technical Compliance

Ongoing monitoring will be conducted for compliance with the implementing of applicable regulations to ensure, at a minimum, the following:

- a. Posters are properly displayed and appropriately advise employees or prospective employees of Federal, and University policies concerning equal opportunity and nondiscrimination.
- b. Managers, supervisors, and other employees are advised of ANR's commitment to equal

opportunity and diversity and their responsibilities in these areas.

c. Labor unions, subcontractors, etc., are properly notified of ANR's commitment to equal employment opportunity and nondiscrimination.

d. Formal techniques have been established for evaluating the effectiveness of non-discrimination/outreach programs.

X. SUPPORT OF ACTION PROGRAMS

The Division of Agriculture and Natural Resources actively supports and cooperates with a broad and inclusive variety of programs and organizations, including those designed to further the academic, professional and vocational preparedness of women, minorities and other protected groups. While ANR has developed specific programs to increase female and minority representation in its own workforce where underutilization has been identified, ANR also supports outside programs which enable all people, including women and minorities and veterans, to compete successfully in the open market, regardless of individual career choice. Listed below are some of the programs and activities which, ANR supports.

A. Membership in Organizations

Division staff members are encouraged to hold membership in, and serve on, statewide and local committees, commissions and organizations concerned with employment opportunities, development and retention for women, minorities, individuals with disabilities and covered veterans. The DAA currently has well-established associations with the California Association of Affirmative Action Officers, the American Association for Affirmative Action, the UC AA/EO and Diversity Directors as well as maintaining close working relationships with other professionals in the field.

B. Student Outreach and Recruitment

In the course of their program assignments, many Advisors throughout the state visit community colleges, high schools, vocational schools and California State Universities to counsel students about potential careers in agriculture. Many 4-H/Youth Advisors are specifically identified as Career/Education Advisors who include underrepresented minorities in their target audience.

C. Support of Economic Development and Community Networking

Cooperative Extension Advisors in the course of their work provide technical assistance and support to a wide range of public agencies and various local and national community action programs and organizations which are concerned with improving the economic status of women, minorities, and other targeted groups. These include city councils, county boards of supervisors, school boards, Asian refugee resettlement offices, tribal councils and migrant farm workers' associations.

D. Job Referrals and Employment Listings

To ensure that women, minorities, individuals with disabilities, and covered veterans are included and advised of ANR employment opportunities, vacancy announcements are sent to high circulation daily newspapers, employment websites, and (for academic positions) appropriate scholarly journals and websites as well as the Department of Rehabilitation. These efforts are in addition to ANR's open and inclusive outreach activities.

E. UC Coordination/Networking

Due to the decentralized nature of ANR, the DAA works with the EEO/Affirmative Action officer on each of the three campuses housing Division-affiliated colleges/school, and with the four college EEO/AA coordinators on ANR EEO/AA concerns. Networking with the applicable officers at each of the University campuses and other locations (i.e. UCOP, the laboratories) is maintained by the DAA through membership in the university wide UC AA/EO and Diversity Directors group.

XI. COMPLIANCE WITH SEX DISCRIMINATION GUIDELINES

ANR, as part of the University of California, does not discriminate in employment, or in the administration of the benefits thereof, on the basis of sex. The University, as is ANR, is committed to creating and maintaining a community where all persons who participate in University programs and activities can work and learn together in an atmosphere free of all forms of harassment, exploitation, or intimidation. Every member of the University community should be aware that the University is strongly opposed to sexual harassment, and that such behavior is prohibited both by law and by University policy. The University will respond promptly and effectively to reports of sexual harassment, and will take appropriate action to prevent, to correct, and if necessary, to discipline behavior that violates this policy. The University of California's sexual harassment policy can be found on the web at

<http://ucanr.org/sexualharassmentpolicy>

Please note that provisions in collective bargaining agreements relating to conditions of employment are consistent with the sex discrimination guidelines discussed in this section.

In compliance with applicable state, and federal laws, as well as University policy, ANR has developed procedures to ensure that applicants seeking employment, as well as current employees, are treated without regard to their sex. While it is not anticipated that any ANR positions would consider sex as a *bona fide* occupational qualification, in accordance with University and Division policy, the following requirements are stated to be certain that all individuals are treated equitably.

A. Recruitment/Selection

Males and females are recruited for all positions except where sex is a *bona fide* occupational qualification that has been carefully identified and thoroughly documented. Advertisements in newspapers and other media for employment do not express a sex preference unless gender is a *bona fide* occupational qualification for a particular job. Advertisements state ANR's policy of equal employment opportunity, and will not be listed in columns headed "Male" or "Female," or under headings of similar, discriminatory wording.

ANR will select candidates for interviews and for hire on the basis of job-related skills, knowledge, and abilities. Candidates' sex will be considered only when sex has been identified as a *bona fide* occupational qualification through a carefully and thoroughly documented position analysis.

B. Personnel Policies/Practices

All Division policy documents, such as the *ANR Administrative Handbook* (<http://ucanr.org/u.cfm?id=40>), are based on University of California personnel policies and procedures and are written in conformance with Federal, State and University regulation.

Personnel policies and procedures for ANR do not discriminate on the basis of sex. They expressly indicate that sex is not among the determining factors in employment or in the administration of benefits thereof. Sex-denoted terms are not used in written materials, including policy-directed procedures and guidelines.

To ensure that all individuals are treated equitably, and that policies governing personnel actions are nondiscriminatory and effected without regard to sex, ANR has in place monitoring procedures to ensure the following:

1. Equal Opportunity for Both Sexes

Sex is not a factor in determining: (1) wages and salaries, (2) hours, (3) conditions of employment (including provision of appropriate physical facilities), (4) pensions, (5) access to recreational programs, (6) benefits, (7) seniority and layoffs, (8) transfers and promotions, (9) retirement age, and (10) training/staff development eligibility.

2. Nondiscrimination on Marital Status

ANR does not discriminate against an individual based on his or her marital status. This means ANR does not discriminate against individuals who are married, not-married, divorced, have had a marriage dissolved or annulled, are separated, widowed, or have any other marital status.

3. Leaves of Absence

Any female employee (married or unmarried) who qualifies for leave under established policies has justification for leave of absence for childbearing and reasonable time for recovery therefrom. The commencement date of maternity leave shall be determined by the woman and her consulting physician. An employee who has been granted an approved leave for childbearing shall be reinstated to the same or a similar position in the same department upon expiration of the leave. Periods of approved leave do not constitute a break in continuous service; however, seniority and retirement credits are not accrued during periods of leave without pay.

Decisions regarding approval of personal leaves for qualified employees must be made on a nondiscriminatory basis without regard to sex. This includes personal leaves to provide care for family members, adoption of children and other authorized reasons.

C. Affirmative Action/Outreach

1. Recruitment and Placement of Women

ANR will continue to promote inclusive recruitment methods to ensure that women have an equal opportunity to apply for jobs in which they have been previously underutilized.

2. Staff Development/Training Programs

ANR administers and participates in all training programs without regard to sex, and encourages the participation of all qualified employees in staff development programs.

3. Publications/Media Review

The official nondiscrimination statement is included on all ANR publications. All ANR publications and visual media which are used by employees or distributed to the public are reviewed for gender-related language or stereotypes, and efforts are made to feature female members of the staff, if appropriate.

XII. COMPLIANCE WITH GUIDELINES ON DISCRIMINATION BECAUSE OF RELIGION OR NATIONAL ORIGIN

ANR, as part of the University of California, does not discriminate in employment, or in the administration of benefits thereof, because of national origin, or religious beliefs and affiliations. ANR's commitment to nondiscrimination in all of its personnel activities includes, but is not limited to, actions concerning employment and upgrading, demotion or transfer, recruitment or recruitment advertising, layoffs or termination, rates of pay and other forms of compensation, and selection for training programs (including apprenticeships, internships, fellowships, and mentorships).

In addition to publicizing and disseminating ANR's policy statement (p. 6, III. Dissemination of Policy) and nondiscrimination policy statement (Appendix 1), ANR will continue the following practices to ensure that current and prospective employees are treated equitably, regardless of their religion or national origin:

A. Dissemination of Policy of Nondiscrimination based on Religious Beliefs or National Origin

Internal Communication

ANR's commitment to nondiscrimination on the basis of national origin and religion shall be communicated in its Affirmative Action Personnel Plan and Policy Statement, personnel policy manuals, and other appropriate procedural documents in such a manner as to foster understanding, acceptance, and support among managers (including Division Heads, Unit Managers, and Supervisors) and other employees.

Periodic Reaffirmation

ANR will make periodic reaffirmation to ANR employees informing them of its commitment to equal employment opportunity for all persons, regardless of national origin or religion, as part of its reaffirmation of its nondiscrimination policy.

B. Reasonable Accommodation of Employees' Religious Observances and Practices

Reasonable Accommodation of Religious Observances and Practices

ANR will continue to make every effort to accommodate religious observances and practices of its employees and prospective employees. Full accommodations will be made whenever and wherever they can be accomplished without causing undue hardship on the conduct of ANR's business. In determining the feasibility of such accommodations, ANR will take the following factors into consideration: business necessity, financial costs and expenses, and resulting personnel problems.

Managers and supervisors who make personnel decisions are informed of ANR's nondiscrimination policy and the need for reasonable accommodation to employees' religious practices. They are also informed of their rights and responsibilities in making decisions regarding appropriate accommodations.

C. Recruitment/Employment Outreach

Recruitment sources are requested to refer all qualified applicants regardless of religion or national origin. All position vacancy announcements include ANR's affirmative action/nondiscrimination statement barring discrimination based on religion or national origin.

ANR maintains contacts with organizations and recruitment sources whose audiences include individuals of varying national origins and religious beliefs. These agencies and groups will continue to be advised of ANR's commitment to equal opportunity, and its desire for referrals of potential employees without regard to national origin or religious background.

ANR will continue to include in its outreach plans significant and inclusive recruitment activity at educational institutions which will include those educational institutions with substantial enrollments of students of varying national origins. In addition, appropriate media servicing diverse cultural groups will continue to be included among ANR's list of sources for institutional and employment advertising.

**XIII.COMPLIANCE WITH AFFIRMATIVE ACTION GUIDELINES FOR
INDIVIDUALS WITH DISABILITIES AND COVERED VETERANS: 41 CFR 60-741.44 (b)**

In keeping with its policy of equal employment opportunity for all persons, ANR subscribes to federal regulations and University guidelines on affirmative action for covered veterans and employees/applicants with disabilities.

A. Background and Definitions

Section 503 of the Rehabilitation Act of 1973 requires Federal government contractors and subcontractors to take affirmative action to employ and advance in employment qualified individuals with disabilities. Section 402 of the Vietnam Era Veterans Readjustment Assistance Act of 1974 requires Federal government contractors and subcontractors to take affirmative action to employ and advance in employment qualified disabled veterans, veterans of the Vietnam era, recently separated veterans, veterans who served on active duty in the U.S. military, ground, naval or air service during a war or in a campaign or expedition for which a campaign badge has been authorized by the Department of Defense, and Armed Forces service medal veterans (hereafter the term "covered veteran" shall be meant to include all such veterans: i.e. disabled veterans, recently separated veterans, Vietnam era veterans, veterans who served on active duty in the U.S. military, ground, naval or air service during a war or in a campaign or expedition for which a campaign badge has been authorized or Armed Forces service medal veterans). The Americans with Disabilities Act of 1990 extends coverage to all employers who have 15 or more employees working 20 or more weeks per year. The following definitions have been extracted from the Department of Labor regulations implementing Section 503 of the Rehabilitation Act of 1973, as amended, and Section 402 of the Vietnam Era Veteran Readjustment Assistance Act of 1974, as amended.

"An individual with a disability" means any person who (1) has a physical or mental impairment which substantially limits one or more of such person's major life activities, (2) has a record of such impairment, or (3) is regarded as having such an impairment. The term "substantially limits" means 1) unable to perform a major life activity that the average person in the general population can perform, or 2) significantly restricted as to the condition, manner or duration under which an individual can perform a particular major life activity as compared to the condition, manner, or duration under which the average person in the general population can perform that same major activity. With respect to the major life activity of work, the term "substantially limits" means significantly restricted in the ability to perform either a class of jobs or a broad range of jobs in various classes as compared to the average person having comparable training, skills, and abilities.

The inability to perform a single, particular job does not constitute a substantial limitation in the major life activity of working.⁴

"Disabled veteran" means (a) a veteran of the U.S. military, ground, naval or air service who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Secretary of Veterans Affairs or (b) a person who was discharged or released from active duty because of a service-connected disability.

"Veteran of the Vietnam era" means a veteran who (1) served on active duty for a period of more than 180 days and was discharged or released therefrom with other than a dishonorable discharge if any part of such active duty occurred: (i) in the Republic of Vietnam between February 28, 1961, and May 7, 1975; or (ii) between August 5, 1964, and May 7, 1975, in all other cases; or (2) was discharged or released from active duty for a service-connected disability if any part of such active duty was performed: (i) in the Republic of Vietnam between February 28, 1961, and May 7, 1975; or (ii) between August 5, 1964, and May 7, 1975, in all other cases.

"A recently separated veteran" is any veteran during the three-year period beginning on the date of such veteran's discharge or release from active duty in the U.S. military, ground, naval or air service. A war/campaign/expedition veteran is a veteran who served on active duty in the U.S. military, ground, naval or air service during a war or in a campaign or expedition for which a campaign badge has been authorized by the Department of Defense.

"Qualified Individual With a Disability" The term "qualified individual with a disability" means an individual with a disability who satisfies the requisite skill, experience, education and other job-related requirements of the employment position such individual holds or desires, and who, with or without reasonable accommodation, can perform the essential functions of the employment position that such individual holds or desires. For the purposes of this title, consideration shall be given to the employer's judgment as to what functions of a job are essential, and if an employer has prepared a written description before advertising or interviewing applicants for the job, this description shall be considered evidence of the essential functions of the job.

"Reasonable Accommodation." The term "reasonable accommodation" may include (a) making existing facilities used by employees readily accessible to and usable by individuals with disabilities and disabled veterans; and (b) job restructuring, part-time or modified work schedules, reassignment to a vacant position, acquisition or modification of equipment or devices, appropriate adjustment or modifications of examinations, training materials or policies, the provision of qualified readers or interpreters, and other similar accommodations for individuals with disabilities and disabled veterans.

⁴ In making reasonable accommodation, the University complies with the more stringent definition provided under California law.

B. Policy Statement

Pursuant to 41 CFR 60-250.44 (b); 41 CFR 60-300.44 (b); and 41 CFR 60-741.44 (b); ANR, as part of the University of California, ensures that its personnel processes provide for careful, thorough, and systematic consideration of the job qualifications of applicants and employees with known disabilities or who are known to be disabled veterans, recently separated veterans, other protected veterans, or Armed Forces service medal veterans for job vacancies filled either by hiring or promotion, and for all training opportunities offered or available. ANR also ensures that when a disabled veteran, recently separated veteran, other protected veteran, or Armed Forces service medal veteran is considered for employment opportunities, ANR relies only on that portion of the individual's military record, including his or her discharge papers, that is relevant to the requirements of the opportunity in issue. ANR ensures that its personnel processes do not stereotype disabled persons, disabled veterans, recently separated veterans, other protected veterans, and Armed Forces service medal veterans in a manner which limits their access to all jobs for which they are qualified. ANR shall periodically review its application/ recruitment processes and will make any necessary modifications to ensure that these obligations are carried out.

In addition, pursuant to 41 CFR 60-250.44 (b); and 41 CFR 60-300.44 (b); ANR will develop a procedure to produce a quickly retrievable form for each known protected veteran and disabled veteran that outlines the ANR vacancies to which each has applied. In instances where these protected veterans have been rejected, their individual form will include the reason for their rejection. In those instances when the reason for rejection is medically related, their individual form will be treated as a confidential medical record in accordance with § 60-300.23(d). In those instances when the reason for rejection may or may not have been medically related, but an accommodation would have been required, a description of the accommodations considered will be included. Their individual form will then be treated as a confidential medical record in accordance with § 60-300.23(d). These individual veteran forms, though, will be available to the applicant or employee concerned upon request.

A similar form will be developed by ANR for each known protected veteran and disabled protected veteran employee of ANR which will include (i) the identification of each promotion for which the covered veteran was considered, and (ii) the identification of each training program for which the covered veteran was considered. In those instances where these veterans are rejected for promotion or training, their individual form will include the reason for their rejection. In those instances when the reason for rejection is medically related, their individual form will be treated as a confidential medical record in accordance with § 60-300.23(d). In those instances when the reason for rejection may or may not have been medically related, but an accommodation would have been required, a description of the accommodations considered will be included. Their individual form will then be treated as a confidential medical record in accordance with § 60-300.23(d). These individual veteran forms, though, will be available to the employee concerned upon request.

As part of the University of California, ANR will not engage in discriminatory practices

against any employee or applicant for employment because of physical or mental disability, or status as a covered veteran in regard to any position for which the employee or applicant for employment is qualified. ANR will take affirmative action to employ, advance in employment, and otherwise treat qualified individuals with disabilities, and all covered veterans without discrimination based upon their physical or mental disability, or veteran's status in all employment practices including recruitment, selection, promotion, transfer, merit increase, salary, employee training and development, demotion, and separation.

Affirmative action to employ and advance in employment qualified individuals with disabilities, and all covered veterans, is required at all levels of employment. Such affirmative action shall consist of good-faith efforts to assure fair and equitable and inclusive treatment in all employment practices, including, but not limited to, recruitment, selection, promotion, transfer, salary, merit increase, employee training and development, demotion, and separation. In addition, good-faith efforts shall be made to recruit individuals with disabilities, and all covered veteran candidates for consideration for employment. Good-faith efforts shall also be made to identify employees who are individuals with disabilities or covered veterans for training and development opportunities in order to upgrade skills and enhance their qualifications for promotion. These policies of nondiscrimination, equal opportunity and inclusion are fully endorsed and supported by the ANR's Chief Executive Officer, Vice President Barbara Allen-Diaz..

C. Responsibility for Implementation

As delegated by the Vice President - ANR, individuals responsible for implementing ANR's AAPP for women and minorities are also responsible for implementing affirmative action activities for employees/applicants who are covered veterans or individuals with disabilities. Section IV of this AAPP identifies these designated individuals and their responsibilities.

D. Dissemination of Policy

Provisions for internal and external disseminating of this policy are consistent with those pertaining to dissemination of ANR's consolidated affirmative action policy statement. (See Section III of this AAPP.)

E. Reasonable Accommodation

Reasonable accommodation is made to the known physical or mental limitations of an otherwise qualified individual with a disability or disabled veteran, unless it can be demonstrated that the accommodation would impose an undue hardship on the conduct of business. Actions have been taken to afford reasonable accommodation to the known physical or mental limitations of qualified applicants and employees with disabilities. In determining whether an accommodation would impose an undue hardship, factors to be considered, among others, include: (i) the nature and net cost of the accommodation needed, (ii) the overall financial resources and the effect on expenses and resources, and (iii) the impact of the accommodation on the operation of the facility, including the impact on the ability of other employees to perform their duties and the impact on the facility's ability to conduct business.

All personnel involved in planning, construction and remodeling of facilities are instructed to be familiar with the applicable University, state and federal building standards, codes and legislation. In particular, section 4.5.1 Americans with Disabilities Act (ADA) of the University of California Facilities Manual Volume 3: <http://www.ucop.edu/facil/fmc/facilman/volume3/part1/welcome.html>

All new and remodeled facilities will be accessible to and usable by individuals with disabilities.

The ANR administration building and campus-based facilities have been made accessible to individuals with disabilities by providing accommodations such as raised lettering inside elevators, floor numbers marked in braille outside the elevator, and wheelchair accessible restroom facilities and doorways. All reasonable efforts are being made to ensure that county-based offices, many located on county-owned or leased property, reach a level of acceptable accessibility. When possible, special equipment is installed to assist employees with disabilities in the performance of their duties.

F. Record Keeping

1. Self-Identification

All prospective employees are invited to complete a self-identification form, to identify themselves as an individual with a disability, or disabled veteran to specify any accommodations which may be necessary for them to perform their job effectively. This invitation to self-identify such status is extended after making an offer to a job applicant and before employment begins. Employees may voluntarily self-identify at any time they choose. In addition, in accordance with University policy and the Vietnam Era Veterans' Readjustment Assistance Act, Vietnam era veterans, recently separated veterans, veterans who served on active duty in the U.S. military, ground, naval or air service during a war or in a campaign or expedition for which a campaign badge has been authorized, and Armed Forces service medal veterans will be invited to self-identify such veteran status in the ANR job application (both academic and staff). All this information is confidential and released only in accordance with applicable Federal and State law and University policy.

If an applicant or employee is seeking reasonable accommodation, ANR may require an applicant or employee to provide medical documentation of claims of disability, or alternatively, may require an applicant or employee to undergo a medical examination at the expense of the University under limited conditions specified in the regulations. A medical examination may be required of an applicant only after an offer of employment has been made but before the individual actually starts working, as a condition to the offer of employment, and only if all entering employees in the same category are subject to such examination. Pre-employment inquiries and medical examinations will be limited to those which are directly related to qualifications for the job and which are consistent with business necessity. Also, no portion of a covered veteran's military record will be considered if it is irrelevant to job-related qualifications. Self-identification and medical information is collected and maintained on separate forms and in separate files and kept confidential except that:

- supervisors and managers may be informed regarding necessary restrictions on the work or duties of disabled veterans and individuals with disabilities and necessary

accommodations, as well as

- first aid/safety personnel if the disability might require emergency treatment and
- government compliance agencies engaged in enforcing laws administered by OFCCP or enforcing the Americans with Disabilities Act may be provided relevant information on request.

2. Individual Personnel Actions

Records are maintained for individuals with disabilities, and covered veteran employees on individual personnel actions in a manner that enables response to federal review or inquiry. ANR reviews the employment records of these individuals to ensure they are receiving equal opportunity in all personnel actions.

3. Complaints

Any complaints of discrimination by employees falling in these protected categories will be investigated in the same manner as complaints by other employees. All records will be maintained for at least a year, pursuant to federal requirements and University policy.

G. Review, Monitoring, and Reporting

1. Ongoing monitoring of individual employment actions and job qualifications.

A continuing review of individual employment actions by the DAA is conducted to assure that all such actions are nondiscriminatory and in accordance with University policy. This ongoing review includes an examination of the physical and mental job qualification standards for positions being recruited to ensure that, to the extent qualification standards tend to screen out qualified individuals with disabilities or disabled veterans, they are job-related for the position in question and are consistent with business necessity and the safe performance of the job.

2. Ongoing reporting procedure ensuring ANR employees are not harassed because of their status as a covered veteran or individual with a disability

ANR department heads, managers, and supervisors are responsible for providing pertinent information to their employees regarding the procedures and resources to report when harassment because of a person's status as a covered veteran or individual with a disability may be occurring. Employees will be informed that such reports (which would constitute a complaint) can be given in three ways: 1) to the Complaint Resolution Officer (and employees will additionally be informed that the ANR DAA is ANR's Complaint Resolution Officer); 2) to ANR's Locally Designated Official (LDO) (the LDO is the coordinator of UC's Whistleblower Policy implementation) (and employees will additionally be informed that ANR's Controller & Business Services Director is ANR's LDO); 3) to the OP/ANR Labor Relations Manager. The purpose of such reports is to inform ANR that harassment because of an employee's status as a covered veteran or individual with a disability may be occurring and to provide appropriate University officials with information sufficient to investigate the complaint.

ANR department heads, managers, and supervisors are responsible for taking reasonable

steps to prevent harassment because of a person's status as a covered veteran or individual with a disability from occurring and to correct it when if it does occur. This responsibility involves being aware and sensitive and includes taking disciplinary action when appropriate. It should be made clear through verbal and/or written communication to all parties that inappropriate behavior shall stop immediately and that administrative intervention and/or action will be taken as warranted.

3. Audit and reporting system for individuals with disabilities and covered veterans

ANR will implement an audit and reporting system for individuals with disabilities and covered veterans that:

- Measures the effectiveness of the affirmative action program.
- Indicates any need for remedial action.
- Determines whether individuals with known disabilities and known covered veterans have had the opportunity to participate in educational, training, recreational, and social activities.

If problems occur in any of the foregoing areas, action will be taken to correct them.

4. Annual review and analysis of procedures and personnel actions

As part of the AAPP report, an annual review is undertaken of ANR's personnel procedures regarding recruitment, selection, promotion, transfer, salary and merit increase, training and development, demotion, and separation. The purpose of this review is to determine whether present procedures ensure equitable participation and thorough consideration of the qualifications of applicants and employees who are individuals with disabilities or covered veterans for job vacancies filled either by hiring or promotion and for all training opportunities. If any areas of concern are identified, necessary modifications of the relevant personnel procedures will be made.

5. Monitoring of ANR Recruitment Efforts

All vacancy listings for academic and staff positions are reviewed by the DAA prior to recruitment to ensure that any specified physical or mental requirements are job related and consistent with business necessity and safety standards. In addition, interview pool and pre-hire monitoring of all academic and staff positions is conducted to further ensure that recruitment and selection procedures used are nondiscriminatory and free from stereotyping.

6. Annual Update of AAPP

The Affirmative Action Personnel Plan with regard to individuals with disabilities and covered veterans shall be updated annually and shall be submitted to the Office of the President and made available to all ANR employees and applicants upon request. All significant changes in procedures, rights and benefits as a result of annual updates will be included in this AAPP and communicated to employees and applicants, as appropriate.

H. Development and Execution of Programs

1. Manager, Search Committee, and Employee Training

Affirmative Action/Equal Opportunity training for all personnel involved in the recruitment, screening, selection, promotion, disciplinary, and related processes is coordinated as needed by the Office of Affirmative Action in collaboration with ANR Academic & Staff Personnel Units to ensure that the commitments of ANR's affirmative action program are implemented.

2. Reasonable Accommodation

Reasonable accommodation is made for any otherwise qualified individuals with disabilities or disabled veteran employees, unless accommodation would impose an undue hardship on the conduct of business. Action to be taken to afford necessary accommodations to individuals with disabilities or disabled veterans are not specified in this plan, as appropriate accommodation must be decided on an individual basis. Two people advise the Vice President on matters of reasonable accommodation for ANR, the DAA, and the Director of Facilities Planning and Management. The following list provided by UCOP includes the types of accommodations implemented previously in the University:

- Granting medical leaves of absence;
- Graduated return to work scheduling and assignments;
- Providing assistive devices;
- Providing lumbar support chairs;
- Modifying work areas and equipment;
- Restructuring or trading job tasks, and;
- Restructuring jobs utilizing "flex-time."

3. Career Counseling

Career counseling for known individuals with disabilities, and covered veterans is available for ANR employees from all unit managers, in consultation with the DAA, if appropriate. In addition, the UCOP Employee Assistance Program is available to all employees to provide confidential counseling and referral in such areas as family problems, alcohol and drug abuse, finances, job-related concerns, health-related issues, and interpersonal relationships at work.

A Vocational Rehabilitation Counselor is also available for employees in need of services concerning reasonable accommodation and returning to work from a disability.

Outside specialists are utilized, when appropriate, in the rehabilitation effort where formal job analysis and vocational counseling are indicated.

4. Consultation with Equal Opportunity Advisory Committee

ANR's goal is to reestablish the Equal Opportunity Advisory Committee in 2012. This Affirmative Action Personnel Plan is provided to members of the ANR Equal Opportunity Advisory Committee when it is active and suggestions on effective implementation procedures are solicited.

5. Outreach and Positive Recruitment

In offering employment to individuals with disabilities or covered veterans, ANR does not reduce the amount of compensation offered because of a disability-related and/or military service-related pension, or other disability-related and/or military service-related benefit the applicant or employee receives from another source. (41 CFR 60-250.21(i) and 60-741.21(i).)

Outreach recruitment activities are conducted routinely by UCOP and ANR Academic and Staff Personnel Units. Typical targets of recruitment efforts include those contacts reaching individuals with disabilities and covered veterans including disabled veterans. Lists of employment openings are provided on a regular basis to the State of California Employment Development Department's no-fee internet job search system at www.caljobs.ca.gov. In addition, job announcements are often distributed through high circulation daily newspapers, various employment websites and (for academic positions) appropriate scholarly journals and websites.

Appendix 1

**UC ANR Nondiscrimination and Affirmative Action
Policy Statement for University of California Publications
Regarding Employment Practices July, 2013**

&

**University of California Nondiscrimination and Affirmative Action Policy
Regarding Academic and Staff Employment**

**ANR NONDISCRIMINATION AND AFFIRMATIVE ACTION POLICY STATEMENT FOR
UNIVERSITY OF CALIFORNIA PUBLICATIONS REGARDING EMPLOYMENT
PRACTICES**

July, 2013

The following statement is the updated version to be used on publications regarding programs. The nondiscrimination statement does not have to be used on letterhead.

It is the policy of the University of California (UC) and the UC Division of Agriculture & Natural Resources not to engage in 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, gender, gender expression, gender identity, pregnancy (which includes pregnancy, childbirth, and medical conditions related to pregnancy or childbirth), physical or mental disability, medical condition (cancer-related or genetic characteristics), genetic information (including family medical history), ancestry, marital status, age, sexual orientation, citizenship, or service in the uniformed services (as defined by the Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA), as well as state military and naval service. This policy applies to all employment practices, including recruitment, selection, promotion, transfer, merit increase, salary, training and development, demotion, and separation. This policy is intended to be consistent with the provisions of applicable state and federal laws and University policies.

University policy also prohibits retaliation against any employee or person seeking employment for bringing a complaint of discrimination or harassment pursuant to this policy. This policy also prohibits retaliation against a person who assists someone with a complaint of discrimination or harassment, or participates in any manner in an investigation or resolution of a complaint of discrimination or harassment. Retaliation includes threats, intimidation, reprisals, and/or adverse actions related to employment.

In addition, it is the policy of the University and the Division of Agriculture and Natural Resources to undertake affirmative action, consistent with its obligations as a Federal contractor, for minorities and women, for persons with disabilities, and for covered veterans. The University commits itself to apply every good faith effort to achieve prompt and full utilization of minorities and women 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.

In conformance with Federal regulations, written affirmative action plans shall be prepared and maintained by each campus of the University, including the Division of Agriculture and Natural Resources. Such plans shall be reviewed and approved by the Office of the President and the Office of the General Counsel before they are officially promulgated.

2013- 2014 ANR AAPP

Inquiries regarding the University's equal employment opportunity policies may be directed to Linda Marie Manton, Affirmative Action Contact, University of California, Davis, Agriculture and Natural Resources, One Shields Avenue, Davis, CA 95616, (530) 752-0495.

UNIVERSITY OF CALIFORNIA NONDISCRIMINATION AND AFFIRMATIVE ACTION POLICY STATEMENT REGARDING ACADEMIC & STAFF EMPLOYMENT

Academic Officer: Vice Provost – Academic Personnel

Academic Office: AP – Academic Personnel

Staff Officer: VP – Human Resources

Staff Office: HR – Human Resources

Issuance Date: July 3, 2013

Effective Date: July 1, 2013

Scope: This policy applies to all University applicants and employees.

I. POLICY SUMMARY

It is the policy of the University of California not to engage in discrimination against or harassment of any person employed by or seeking employment with ANR. In addition, it is the policy of the University to undertake affirmative action, consistent with its obligations as a Federal contractor.

II. DEFINITIONS

Covered Veterans: Includes veterans with disabilities, recently separated veterans, Vietnam era veterans, veterans who served on active duty in the U.S. Military, Ground, Naval or Air Service during a war or in a campaign or expedition for which a campaign badge has been authorized, or Armed Forces service medal veterans.

Executive Officer: The University President, Chancellor, Laboratory Director, or Vice President of ANR.

Exception to Policy: An action that exceeds what is allowable under current policy or that is not expressly provided for under policy. Any such action must be treated as an exception.

Gender: The sex of a person, including a person's gender identity, and gender expression.

Gender expression: A person's gender-related appearance and behavior whether or not stereotypically associated with the person's assigned sex at birth.

Gender Identity: An individual's personal sense of himself/herself as being male and masculine or female and feminine, or ambivalent.

Pregnancy: Includes pregnancy, childbirth, and medical conditions related to pregnancy and childbirth.

Service in the Uniformed Services: Includes service in the uniformed services as defined by the Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA), as well as state military and naval service.

Top Business Officer: Executive Vice President-Business Operations for the Office of the President, Vice Chancellor for Administration, or the position responsible for the location's financial reporting and payroll as designated by the Executive Officer.

III. POLICY TEXT

It is the policy of the University of California not to engage in discrimination against or harassment of any person employed by or seeking employment with the University of California on the basis of race, color, national origin, religion, sex, gender, gender expression, gender identity, pregnancy, physical or mental disability, medical condition (cancer-related or genetic characteristics), genetic information (including family medical history), ancestry, marital status, age, sexual orientation, citizenship, or service in the uniformed services. This policy applies to all employment practices, including recruitment, selection, promotion, transfer, merit increase, salary, training and development, demotion, and separation. This policy is intended to be consistent with the provisions of applicable state and federal laws and University policies.

University policy also prohibits retaliation against any employee or person seeking employment for bringing a complaint of discrimination or harassment pursuant to this policy. This policy also prohibits retaliation against a person who assists someone with a complaint of discrimination or harassment, or participates in any manner in an investigation or resolution of a complaint of discrimination or harassment. Retaliation includes threats, intimidation, reprisals, and/or adverse actions related to employment.

In addition, it is the policy of the University to undertake affirmative action, consistent with its obligations as a Federal contractor, for minorities and women, for persons with disabilities, and for covered veterans. The University commits itself to apply every good faith effort to achieve prompt and full utilization of minorities and women 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.

In conformance with Federal regulations, written affirmative action plans shall be prepared and maintained by each campus of the University, by the Lawrence Berkeley National Laboratory, by the Office of the President, and by the Division of Agriculture and Natural Resources. Such plans shall be

reviewed and approved by the Office of the President and the Office of the General Counsel before they are officially promulgated.

IV. COMPLIANCE / RESPONSIBILITIES

A. Implementation of the Policy

The Vice Provost – Academic Personnel and the Vice President – Human Resources are the Responsible Officers for this policy and have the authority to implement the policy. A Responsible Officer may apply appropriate interpretations to clarify the policy provided that the interpretations do not result in substantive changes to the underlying policy. The Chancellor is authorized to establish and is responsible for local procedures necessary to implement the policy.

B. Revisions to the Policy

The President is the Policy Approver and has the authority to approve policy revisions upon recommendation by the Vice President – Human Resources.

The Vice Provost – Academic Personnel and the Vice President – Human Resources have the authority to initiate revisions to the policy, consistent with approval authorities and applicable *Bylaws* and *Standing Orders* of the Regents.

The Executive Vice President – business Operations has the authority to ensure that policies are regularly reviewed, updated, and consistent with other governance policies.

C. Approval of Actions

Actions within this policy must be approved in accordance with local procedures. Chancellors and the Vice President – Human Resources are authorized to determine responsibilities and authorities at secondary administrative levels in order to establish local procedures necessary to implement this policy.

D. Compliance with the Policy

The following roles are designated at each location to implement compliance monitoring responsibility for this policy:

The Top Business Officer and/or the Executive Officer at each location will designate the local management office to be responsible for the ongoing reporting of policy compliance.

The Executive Officer is accountable for monitoring and enforcing compliance mechanisms and ensuring that monitoring procedures and reporting capabilities are established.

The Vice President – Human Resources is accountable for reviewing the administration of this policy. The Senior Vice President – Chief Compliance and Audit Officer will periodically audit and monitor compliance to this policy.

E. Noncompliance with the Policy

Noncompliance with the policy is handled in accordance with Personnel Policies for Staff Members 61, 62, 63, 64, 65, and 67 pertaining to disciplinary and separation matters, and in accordance with University policies, including but not limited to, The Faculty code of Conduct (APM – 015) and University Policy on Faculty Conduct and the Administration of Discipline (APM – 016), or, as applicable, collective bargaining agreements.

V. PROCEDURES

N/A

VI. RELATED INFORMATION

N/A

VII. FREQUENTLY ASKED QUESTIONS

N/A

VIII. REVISION HISTORY

This policy was reformatted into the standard University of California policy template effective July 1, 2013.

Policy changes effective as of July 1, 2013:

- New language, in compliance with California Assembly Bill 887 – Chapter 719.
- Addition of gender and gender expression to the policy text.
- Addition of a definition of gender, gender expression, and gender identity.

The following policy is rescinded as of the effective date of this policy and is no longer applicable:

- University of California Nondiscrimination and Affirmative Action Policy Regarding Academic and Staff Employment, dated June 24, 2010.

Appendix 2

**ANR's Taxonomy & Personnel System (TPS)
& the ANR Academic Job Groups**

ANR’s Taxonomy & Personnel System (TPS) & the ANR Academic Job Groups

The ANR Taxonomy and Personnel System (TPS) includes of the following topics:

- 1) Natural Resources and Environment
- 2) Plants and Their Systems
- 3) Animals and Their Systems
- 4) Agricultural, Natural Resource, and Biological Engineering
- 5) Food and Non-Food Products: Development, Processing, Quality, and Delivery
- 6) Economics, Markets, and Policy
- 7) Human Nutrition, Food Safety, and Human Health and Well-Being
- 8) Families, Youth, and Communities
- 9) Program and Project Support, Administration, and Communication

The ANR academic job groups with both their former and new descriptive names listed below:

Academic Job Groups : Former Descriptive Names		Academic Job Groups : New Descriptive Names
A4 – Agricultural & Plant Sciences	becomes	A4 – Plants & Their Systems
A5 – Animal, Marine & Natural Resource Sciences	becomes	A5 – Natural Resources & Environment/Animals & Their Systems
A6 – Human Resource Specialties	becomes	A6 – Families, Youth & Communities/Nutrition/ Economics & Policy/Communication
A7 – County/Multi-County Partnership Directors	Unchanged	
A8 – Other Academics	Unchanged	

As the Affirmative Action Office incorporated the new TPS programmatic nomenclature into the existing academic job groups, they strived to maintain an historical continuity. For instance, in the past, the former job group A5 (above) combined several disciplines into one job group in order to achieve a total number that would provide a larger sample size to give statistical findings greater substance. The TPS nomenclature allowed a close match in the broad program areas covered in each of the former academic job group names, as the table, above, shows. These new names are used throughout this year’s AAPP.