I. REFERENCES AND RELATED POLICIES
   A. UC PPSM Nondiscrimination in Employment
   B. UCSD Implementing Procedures 12/Nondiscrimination in Employment
   C. UC PPSM Affirmative Action
   D. UCSD Implementing Procedures 20/Recruitment
   E. UCSD Implementing Procedures 21/Appointment

II. POLICY
    Consistent with Federal regulations, including Executive Order 11246, State regulations, and University of California (UC) Policy requirements, the University maintains and implements an Affirmative Action Program. The Program consists of a set of specific and result-oriented procedures by which UCSD commits itself to apply every good faith effort to achieve full utilization of women and people of color in areas where underutilization exists. Additionally, the University shall maintain an Affirmative Action Plan and Programs to ensure that people with disabilities and covered veterans will be represented in its workforce. 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.

III. DEFINITIONS
    A. Affirmative Action Plan (AAP)
       A written document by which the University is committed to eliminate and remedy past discrimination against members of protected classes and underutilization of women and people of color. As a Federal contractor with contracts in excess of $50,000 and 50 employees, the University of California is required by Executive Order 11246 to develop and maintain a written AAP and programs to correct the underutilization of women and people of color in its workforce. Where the need for corrective action is revealed, the AAP includes outreach and other steps that are precisely tailored to correct underutilization, and goals to measure success toward achieving that result.
    B. Availability
       The level at which women and people of color could be reasonably expected to participate in a job group in the relevant labor market.
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C. **Goals** - As required by Executive Order 11246, goals must be set to increase the representation of females and people of color in areas where they are presently underutilized. Goals represent a benchmark for evaluating an employer's affirmative action progress. They provide guidance for an employer to focus on outreach and other efforts in areas where females and people of color are underutilized. Goals, however, are designed not to require the hiring of a person who is less qualified, nor do they require an employer to hire a specified number of persons. Such a requirement would constitute a quota, which can only be mandated by court order. A contractor's compliance is measured by whether it has made good faith efforts to meet its goals.

D. **Underutilization**
Fewer women or people of color in a particular job group than would reasonably be expected by their availability in the job market.

IV. **AFFIRMATIVE ACTION PLAN**
Under the Office of Federal Contract Compliance Programs (OFCCP) guidelines, the University must include the following three items in its Affirmative Action Plan (AAP): self-analysis, underutilization analysis, and establishment of goals.

A. **Self-Analysis**
Self-analysis, an essential component of the AAP, is designed to assist the University in identifying underutilized areas, developing focused outreach efforts, and implementing Equal Employment Opportunity/Affirmative Action policies.

1. **Workforce Analysis**
The University annually conducts an analysis to organize staff payroll data by sex, ethnicity, and departments.

2. **Job Group Analysis**
A job group contains a set of job titles that share similar content and responsibilities, wage rates, and lines of progression. As a general practice, job title and job group assignments at UCSD are reviewed and updated as appropriate.

3. **Availability Analysis**
An availability analysis determines the level one might reasonably expect women and people of color to be represented in a job group, based on their availability in the relevant labor area workforce. It defines the relevant labor market for each job group, and it considers a minimum of two-factors to determine the overall availability of women and people of color for a job group.
B. Underutilization Analysis
An underutilization analysis requires comparison of two sets of data:
1. Percentages of women and people of color in the workforce represented in a job group; and

2. Percentages of women and people of color available in the relevant job market. An area is considered underutilized when a protected group's representation falls below its availability.

C. Establishment of Goals
As underutilized areas are identified, goals must be set to increase the representation of women and people of color in areas where they are presently underutilized.

V. RESPONSIBILITY
A. Campuswide
1. Chancellor
The Chancellor has the ultimate responsibility for UCSD’s Staff Affirmative Action Program.

2. UCSD Diversity Council
Comprised of faculty, staff and students, the Diversity Council advises the Chancellor on the appropriate goals to which UCSD should aspire to create a diverse campus community and assesses progress toward achieving those goals. The Council identifies those programs that can have the greatest positive impact on campus diversity and recommends how the resources might best be utilized and coordinated to achieve the campus equal opportunity, affirmative action, and diversity goals. It also identifies barriers to achieve greater diversity at UCSD and provides recommendations to overcome those barriers.

Additionally, the Council assesses how The UCSD Principles of Community, along with campus regulations and policies, are being applied. The Council also makes recommendation on how to improve the communication of The Principles to faculty, students and staff.

B. Staff Human Resources
1. Vice Chancellor - Business Affairs
The Vice Chancellor – Business Affairs reports to the Chancellor and is the Chief Administrator and Coordinator of Staff Affirmative Action. The Vice Chancellor has been delegated responsibility for executing all aspects of the Staff Affirmative Action Program and the procedures that affect its implementation.
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2. **Assistant Vice Chancellor - Human Resources**
   The Assistant Vice Chancellor - Human Resources has been delegated responsibility for implementing and ensuring that the Staff Affirmative Action Program and equal opportunity in business contracting activities comply with the Federal and State regulations.

   The incumbent also serves as the principal liaison between UCSD and the University of California Office of the President (UCOP), University of California campuses, other universities, state and Federal agencies, and community-based organizations.

3. **Director of Human Resources for Equal Opportunity Staff Affirmative Action**
   The Director of Human Resources for Equal Opportunity and Staff Affirmative Action is responsible for implementing the Staff Affirmative Action Program. Specifically, the incumbent oversees audit and reporting systems, directs studies, establishes affirmative action goals, and provides training on EEO/AA and diversity matters.

4. **Department Heads**
   Department heads are responsible for implementing the nondiscrimination policy and Affirmative Action Program in their units. This includes, and is not limited to, initiating and supporting programs and activities to promote understanding and practices that are in compliance with UCSD’s nondiscrimination policy; and exercising good faith efforts in support of the University’s Affirmative Action Program.

5. **Supervisors and Managers**
   Each supervisor and manager is responsible and accountable for sustaining a sound working environment and implementing fair employment procedures consistent with UCSD's nondiscrimination and affirmative action policies. Specifically, supervisors and managers are responsible for exercising good faith effort to promote and support the University's equal opportunity and affirmative action policies in all phases of the employment process.