STAFF AFFIRMATIVE ACTION PLAN

for Women and Minorities and Persons with Disabilities and All Covered Veterans

Campus Human Resources
Staff Affirmative Action Office
2011
UCLA STAFF AFFIRMATIVE ACTION PLAN
ABRIDGED

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• **Period Covered by this Plan:**
  January 1, 2010 - December 31, 2010

• **Goals outlined in the Plan for Period:**
  January 1, 2011 - December 31, 2011
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A. UCLA Affirmative Action Organizational Chart

B. UCLA Staff Affirmative Action Office Organizational Chart
STATEMENT OF POLICY ON NONDISCRIMINATION AND AFFIRMATIVE ACTION FOR STAFF EMPLOYEES AT UCLA

The University of California, Los Angeles (UCLA or University) is an equal employment opportunity employer. It is the policy of the University not to engage in discrimination against or harassment of any person employed by or seeking employment with the University because of race, color, national origin, religion, sex, 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 (as defined by the Uniformed Services Employment and Reemployment Rights Act of 1994). This policy applies to all employment practices, including recruitment, selection, promotion, transfer, demotion, merit increases, salary, training and development, separation, and making reasonable and appropriate accommodations for persons with disabilities. This policy is intended to be consistent with the provisions of applicable State and Federal laws and University policies.

UCLA will continue to make good faith efforts to promote and maintain a workplace free of discrimination or harassment by demonstrating that it neither condones nor tolerates employment practices that discriminate against or harass any person or specific group of persons on the bases listed above. UCLA is committed to maintaining an environment in which employees can work in an atmosphere that is free from all forms of discrimination, harassment (sexual or otherwise), exploitation, or intimidation. Such behavior is prohibited by law and is a violation of University policy.

University policy 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.

UCLA is an affirmative action/equal opportunity employer. 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.

UCLA is committed 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. Furthermore, it is our policy at UCLA to promote equal employment opportunity and to take affirmative action through recruitment and employment efforts, training and development, educational opportunities, advancement in employment, transfer and other terms and conditions of employment of qualified minorities, women, persons with disabilities, and covered veterans. These efforts conform to all current legal and regulatory requirements, and are consistent with University standards of quality and excellence.

Our primary tool for ensuring a diverse and equitable workplace for UCLA staff is the Staff Affirmative Action Plan (SAAP). The SAAP translates our responsibilities and the legal mandates concerning equal employment opportunity and affirmative action into a framework for implementation by the affirmative action unit heads, including deans, provosts and vice chancellors.

This written Plan, which is required by federal regulations, is available for inspection during normal working hours in the Staff Affirmative Action office, the offices of the affirmative action unit heads, and the libraries. It can also be viewed at http://ucla.in/fcsPk6.

Pregnancy includes pregnancy, childbirth and medical conditions related to pregnancy or childbirth.
3 Service in the uniformed services includes membership, application for membership, and performance of service, application for service or obligation for service in the uniformed services.
4 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.
Statement of Policy on Nondiscrimination and Affirmative Action for Staff Employees at UCLA

While it is understood that the application of specific policies will contain appropriate variations for staff employees, this basic statement of UCLA’s policy applies alike to all employees.

This SAAP is updated annually and should be reviewed by campus units accordingly. The Plan shall remain in effect until superseded in whole or in part(s). This statement of policy and our written Plan are to be considered a directive to all University personnel and supersede previous statements. Direct responsibility for staff affirmative action plan implementation is assigned to the administrative vice chancellor, with the assistance and support of designated administrators as described in the written Plan.

Achieving equal opportunity for all UCLA staff members requires that we do more than simply oppose employment discrimination and harassment when they arise. I fully expect the concerted effort and commitment of all members of the campus community to carry out these policies and the SAAP at every level and in every sector of our organization.

Gene D. Block
Chancellor
LETTER FROM CHANCELLOR BLOCK: THE UNIVERSITY OF CALIFORNIA DIVERSITY STATEMENT
To Members of the Campus Community:

Diversity is a core value of UCLA. It enables us to provide the kind of broad and enriching educational experience for which the university has long been known. Because we are a public institution, our students, faculty and staff reflect the broad diversity of the state of California. We take great pride in the many backgrounds represented on our campus.

UCLA has a great legacy of preparing leaders from all segments of society who have gone on to make significant contributions all over the world.

We are deeply committed to ensuring the continued diversity of our campus. We will do whatever we can, legally and appropriately, to preserve and expand the diverse nature of our university community.

Attached you will find the statement of diversity recently adopted by the Academic Senate of the University of California (http://www.ucop.edu/ucophome/coordrev/policy/PP063006DiversityStatement.pdf), as well as a letter from UC President Robert Dynes endorsing it as the official statement of the University (http://www.ucop.edu/ucophome/coordrev/policy/PP063006.pdf).

Consistent with the University’s commitment to achieve and maintain diversity, we at UCLA, are continually working to increase the broad spectrum of perspectives available on our campus, which are critical to our mission of teaching, research, and service.

Sincerely,
Gene D. Block
Chancellor
THE UNIVERSITY OF CALIFORNIA DIVERSITY STATEMENT

RECOMMENDED TO THE UNIVERSITY OF CALIFORNIA BY THE ACADEMIC SENATE OF THE UNIVERSITY OF CALIFORNIA

Adopted by the Assembly of the Academic Senate May 10, 2006
Endorsed by the President of the University of California June 30, 2006

The diversity of the people of California has been the source of innovative ideas and creative accomplishments throughout the state’s history into the present. Diversity – a defining feature of California’s past, present, and future - refers to the variety of personal experience, values, and worldviews that arise from the differences of culture and circumstance. Such differences include race, ethnicity, gender, age, religion, language, abilities/disabilities, sexual orientation, socioeconomic status, and geographic region, and more.

Because the core mission of the University of California is to serve the interests of the State of California, it must seek to achieve diversity among its student bodies and among its employees. The State of California has a compelling interest in making sure that people from all backgrounds perceive that access to the University is possible for talented students, staff, and faculty from all groups. The knowledge that the University of California is open to qualified students from all groups, and thus serves all parts of the community equitably, helps sustain the social fabric of the State.

Diversity should also be integral to the University’s achievement of excellence. Diversity can enhance the ability of the University to accomplish its academic mission. Diversity aims to broaden and deepen both the educational experience and the scholarly environment, as students and faculty learn to interact effectively with each other, preparing them to participate in an increasingly complex and pluralistic society. Ideas, and practices based on those ideas, can be made richer by the process of being born and nurtured in a diverse community. The pluralistic university can model a process of proposing and testing ideas through respectful, civil communication. Educational excellence that truly incorporates diversity thus can promote mutual respect and make possible the full, effective use of the talents and abilities of all to foster innovation and train future leadership.

Therefore, the University of California renews its commitment to the full realization of its historic promise to recognize and nurture merit, talent, and achievement by supporting diversity and equal opportunity in its education, services, and administration, as well as research and creative activity. The University particularly acknowledges the acute need to remove barriers to the recruitment, retention, and advancement of talented students, faculty, and staff from historically excluded populations who are currently underrepresented.
UCLA Staff Affirmative Action Plan for Women and Minorities

AFFIRMATIVE ACTION FOR STAFF EMPLOYEES

A. Dissemination of Policy
The UCLA policy on equal employment opportunity and affirmative action is communicated to the campus and the public through various institutional publications. It is also discussed with supervisors and managers at periodic meetings concerning affirmative action progress and program activities. Applicants and various public and private applicant referral sources, such as school placement centers, community agencies, and skills centers, receive the policy by accessing the UCLA Career Opportunities website at: https://hr.mycareer.ucla.edu.

B. Organization
Overall responsibility for staff affirmative action is delegated by the Chancellor to the Vice Chancellor, Administration, with oversight of the Associate Vice Chancellor - Campus Human Resources. The assignment for implementation and monitoring is the responsibility of the Staff Affirmative Action Officer. The UCLA Affirmative Action organizational chart is provided in Appendix A. For purposes of implementation, the campus is divided into Staff Affirmative Action Units, each with a designated Vice Chancellor serving as Unit Coordinator.

B.1 The Staff Affirmative Action Officer
The Staff Affirmative Action Officer has overall responsibility for the Plan as it relates to staff employees, and is supported by the Staff Affirmative Action Office (SAAO), and the Campus and Health System Human Resources Departments. The functions of the Staff Affirmative Action Officer are to:

a. Develop and recommend policies and procedures for staff affirmative action to the Vice Chancellor, Administration, and the Associate Vice Chancellor - Campus Human Resources;

b. Audit campus programs and procedures related to the provisions of this Plan;

c. Monitor the practices and programs of the Campus and Health System Human Resources departments for compliance with the provisions of this Plan;

d. Based on the standards established under this Plan, identify problem areas in utilization and in the application of personnel policies affecting affirmative action;

e. Provide consultation to the Campus and Health System Human Resources Departments regarding the personnel services and procedures that are required by the Affirmative Action Plan and pertinent federal and state directives;

f. Regularly evaluate for effectiveness the procedures implemented under this Plan to promote affirmative action;

g. Act as liaison to all campus groups on affirmative action and equal employment opportunity issues, periodically organize informational meetings on affirmative action and equal employment opportunity issues for staff employees, keep the campus informed of affirmative action progress;

h. Serve as an expert in the requirements and precedents associated with affirmative action and as the campus representative in establishing rapport with campus and external communities for this program;

i. Investigate reports of incidents or conditions which may not conform with goals of the University's Affirmative Action Program objectives, discuss findings, and make recommendations for enforcement action to the Vice Chancellor, Administration and the Associate Vice Chancellor - Campus Human Resources;

j. Investigate and mediate those internal complaints received by the Staff Affirmative Action Office and those complaints received from state and federal enforcement agencies;

k. Provide direct assistance and consultation to all Staff Affirmative Action Units, monitor the progress of good faith efforts toward campus goals of the affirmative action unit;
I. Review each Staff Affirmative Action Unit periodically for compliance with policy and procedural requirements of the Affirmative Action Plan;

m. Maintain regular contact with campus and community groups;

n. Assist campus departments in the assessment, development, funding, and implementation of specialized affirmative action and diversity programs; and

o. Perform such other functions in the implementation of the Plan or its policies as may be approved by the Vice Chancellor, Administration, and the Associate Vice Chancellor – Campus Human Resources.

B.2 The Staff Affirmative Action Office
The Staff Affirmative Action Office shall:

a. Design an auditing and reporting system to evaluate the effectiveness of affirmative action efforts for women, minorities and other underrepresented groups;

b. Establish annual goals for women and minorities in job groups identified as underutilized.

c. Serve as liaison between the campus and state and federal equal employment opportunity compliance agencies;

d. Serve as liaison, in conjunction with the Campus and Health System Human Resources Departments, between campus organizations and community action groups for women, minorities and other underrepresented populations; and ensure that campus representatives are involved in community service programs of local organizations for women, minorities and other underrepresented communities; and

e. Keep management informed of the latest developments in affirmative action efforts for women, minorities and other underrepresented groups.

The UCLA Staff Affirmative Action organizational chart is provided in Appendix B.

B.3 Staff Affirmative Action Units
The basic organizational units for implementation of this Plan are called Staff Affirmative Action Units, which are structured based on function, size and unique characteristics of the work force. Each Staff Affirmative Action Unit is assigned a Unit Coordinator who is the person with management responsibility for that unit or has been delegated the responsibility of affirmative action compliance. The Unit Coordinator is responsible for the implementation of affirmative action policy and procedures within the Unit, and the coordination of "good faith" efforts to meet AAP objectives.

B.4 Department Heads/Directors
Department Heads and Directors are responsible for ensuring compliance with staff affirmative action policies and procedures. They shall:

a. Ensure equitable application of all personnel policies and procedures to provide a workplace free of employment discrimination and harassment;

b. Advise employees of affirmative action programs and encourage their participation;

c. Direct internal and external communications to all employees to ensure their awareness of affirmative action and nondiscrimination/harassment policies, procedures and programs;

d. Ensure that appropriate and aggressive good faith efforts are taken within their respective units to achieve the goals and objectives outlined in this AAP;

e. Include in regular performance evaluations of supervisors, a review of their equal employment opportunity and affirmative action efforts and responsibilities;
f. Ensure that women and minorities are afforded equal opportunity to participate in University-sponsored educational, training, recreational and social activities; and

g. Ensure that posters are displayed which inform employees of Nondiscrimination/harassment and affirmative action laws, regulations, and policies.

B.5 Supervisors
Supervisors shall:

a. Apply equitably all personnel policies and practices. Advise employees of affirmative action policies and procedures and, upon request, provide them with copies of written policy and procedural statements;

b. Advise employees of affirmative action programs and encourage their participation;

c. Circulate internal and external communications to ensure that all employees are aware of affirmative action and nondiscrimination/harassment policies, procedures and programs;

d. Assist in the identification of problem areas of utilization; ensure implementation of special programs to increase representation consistent with the goals and objectives outlined in the UCLA Affirmative Action Plan;

e. Advise employees of University policy development in the areas of nondiscrimination/harassment and affirmative action;

f. Implement policies and procedures which afford all employees equal access to opportunities to participate in University-sponsored educational, training, recreational and social activities;

g. Conduct regular reviews of the qualifications of all employees including minorities and women to ensure equal consideration for appointments, transfers, and promotions;

h. Conduct regular discussions with employees concerning University affirmative action and Nondiscrimination/harassment policies and procedures, ensuring that these policies and procedures are understood and followed; and

i. Provide a workplace that is free of employment discrimination, including any form of harassment.

C. Policies and Procedures for Affirmative Action

The following statements of personnel policy provide a general overview of practices that are being implemented by UCLA in order to meet its commitment to equal employment opportunity. No personnel policies will discriminate on the basis of UCLA’s Nondiscrimination in Employment policy as described below in Section C.1. The details of these policies may be found in the various University personnel program manuals and related articles for employees covered by collective bargaining agreements.

C.1 Nondiscrimination in Employment
The University of California, Los Angeles (UCLA or University) is an equal employment opportunity employer. It is the policy of the University not to engage in discrimination against or harassment of any person employed by or seeking employment with the University because of race, color, national origin, religion, sex, 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 (as defined by the Uniformed Services Employment and Reemployment Rights Act of 1994). This policy applies to all employment practices, including recruitment, selection, promotion,

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5 Pregnancy includes pregnancy, childbirth, and medical conditions related to pregnancy or childbirth.
7 Service in the uniformed services includes membership, application for membership, performance of service, application for service, or obligation for service in the uniformed services.
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.

C.2 Affirmative Action Policy
It is the policy of the University of California to undertake affirmative action consistent with its obligations as a federal contractor, for staff personnel who are minorities, women, persons with disabilities, and for covered veterans\(^6\), through formally written affirmative action plans.

In developing affirmative action plans, the University's objectives are to:

a. Ensure that members of groups who in the past may have been victims of employment discrimination are given equal opportunities to compete for jobs and to have their qualifications assessed fairly; and

b. Achieve a diversified work force at all levels.

C.3 Recruitment
UCLA will make good faith efforts to reach all qualified applicants, including women and minority candidates. Available positions will continue to be posted on the website address: [https://hr.mycareer.ucla.edu](https://hr.mycareer.ucla.edu). New recruitment sources for staff personnel will be identified for all Units and job groups as necessary and applicable. All recruitment material and advertising will indicate that UCLA is "An Equal Opportunity/Affirmative Action Employer." Recruitment of men and women will continue for all positions except where sex is a bona fide occupational qualification (BFOQ) that has been identified carefully and documented thoroughly. Employment advertising in newspapers and other media will not express a gender preference unless sex is a documented BFOQ for a specific job. Advertisements are not placed in newspapers or other media in columns labeled "Male" or "Female." UCLA recruitment sources are identified in the Programmatic Activities section of the Plan.

Effective programs developed over the past several years will be continued in appropriate search areas in order to bring more women and minority group members into the pool of qualified applicants available for and applying for all positions, in job groups where women and minorities are presently underutilized.

Special emphasis will be placed on outreach recruitment in those Los Angeles communities that are underutilized in UCLA's workforce. Emphasis will be given to communicating UCLA's employment policies to both female and minority community organizations and other applicant sources used by UCLA. Attention will be given to encourage employee referrals in order to support female and minority applicants to apply for staff positions at UCLA.

The Employment Services Department will continue careful evaluation of employment qualifications to ensure that unnecessary minimum requirements for employment are neither imposed nor advertised. Employment practices will be designed to encourage candidates who are qualified for such positions. UCLA will continue its practice of advertising in minority publications and other media that reach potential female and minority applicants for staff positions, in addition to broader, more inclusive, recruitment efforts.

In those departments where it is determined that underutilization of minorities or women exists, special recruiting efforts shall be undertaken by the department in conjunction with Employment Services.

Each department has the responsibility to notify all departmental employees of intradepartmental career vacancies and to allow sufficient time for employees to apply. Further, employees must be informed of the selection process utilized to fill such vacancies, including a description of the job, applicant requirements, and interviewing procedures.

C.4 Policy on Employment of Relatives
In keeping with the basic UCLA policy of selecting a candidate for hiring or promotion solely in terms of individual qualifications, no person will be denied employment or advancement solely because he or she is related to another employee. Prior to the appointment of near relatives in positions in which there would be a supervisory

\(^6\)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.
or other close working relationship, approval of the Chancellor is required in accordance with University personnel policies.

C.5 Training
Training programs will be open to all employees in accordance with the UCLA Equal Employment Opportunity and Affirmative Action policy. Training programs will not be designed solely to improve skills in existing jobs, but also to develop skills necessary for career development.

The Campus and Health System Human Resources Departments, and the Staff Affirmative Action Office, will continue to develop special training programs for supervisory and other staff to create greater awareness and understanding of issues of employment discrimination. Additionally, the Staff Affirmative Action Office, and the Campus and Health System Human Resources Departments, will continue to provide organizational development consultation to departments to enable employees to fully participate in the organization.

C.6 Promotion
Promotion opportunities at UCLA are encouraged for all employees regardless of sex or ethnicity. Promotions will be based solely on criteria that are made explicit. Promotion policies are administered in compliance with UCLA’s policy on nondiscrimination in employment. Promotional opportunities must be posted.

C.7 Transfer
UCLA has an open transfer policy. All employees have the opportunity, in accordance with UCLA’s policy on nondiscrimination in employment, to apply for transfer and promotional vacancies. All staff employees who have satisfactorily completed their probationary period may apply directly to departments for consideration.

C.8 Termination
Decisions regarding termination and non-renewal of employment will be made in compliance with UCLA’s policy on nondiscrimination.

C.9 Work Conditions
All work conditions will be applied without discrimination and in compliance with UCLA’s policy on nondiscrimination in employment.

C.10 Salary and Merit Increase
UCLA recognizes and adheres to the principle that no discrimination will be shown to any employee with respect to salary.

Merit increases are to be awarded on the basis of individual performance and improvement in performance. No merit increases may be awarded or denied on a discriminatory basis, in accordance with UCLA’s policy on nondiscrimination in employment.

C.11 Leave Policies
Leave policies will be applied without discrimination, with or without pay, for all employees regardless of sex and/or marital status, in accordance with the UCLA’s policy on nondiscrimination in employment.

C.12 Grievance Procedures
UCLA has grievance procedures for staff employees that ensure a fair adjudication of complaints related to conditions of employment. These procedures are described in the various personnel program manuals and collective bargaining agreements.

C.13 Retaliation
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.

C.14 Performance Evaluations
As a part of the performance evaluation procedure at UCLA, all supervisors will be evaluated on their
performance in the implementation of the Affirmative Action Plan as it applies to their areas of supervision.

C.15  **Marital Status**
Persons married or unmarried, regardless of sex, are treated equally in all personnel actions, including receipt of all benefits. Age, marital status, and number of children are not factors in job offers.

C.16  **Physical Facilities**
Appropriate physical facilities are provided for employees and applicants of both sexes.

C.17  **Retirement and Benefits**
Retirement and benefit provisions are administered in accordance with the University's policy on nondiscrimination.

C.18  **Seniority Systems**
Sex is not a factor in UCLA's seniority systems. Seniority is applied equally to all employees regardless of sex.

D.  **Reporting and Auditing Systems**

The UCLA Staff Affirmative Action Office (SAAO) has internal audit and reporting systems in place to periodically measure the effectiveness of the total Affirmative Action Plan and to keep management informed of SAAO's findings and recommendations. UCLA tracks data by gender and the following ethnic categories: Blacks, Hispanics, Asians/Pacific Islanders, and American Indians/Alaskan Natives.

D.1  **Workforce Analysis**
The workforce analysis consists of a listing of all job titles in descending salary order for each department, showing the total number of incumbents, the total number of male and female incumbents, and the total number of male and female incumbents within each ethnic group. UCLA maintains one affirmative action plan for employees located at the main campus facility and at all off-campus subordinate sites. The management of off-campus subordinate sites are selected by and report to UCLA main campus officials. Workforce Analysis Reports for off-site facilities (with staff totals) include the following:

- Film and TV Archives (37)
- Armand Hammer Museum (74)
- Dental Clinic - Off Campus (13)
- Medicine - VA Wadsworth Medical Center (7)
- Medicine - San Fernando Valley Program (7)
- Olive View Medical Center (7)
- Medical Center - Santa Monica Hospital (706)
- University Apartments (86)
- Lake Arrowhead Conference Center (44)
- Venice Family Clinic (230)
- Clark Library (6)

The Staff Affirmative Action Office will review the workforce analysis of UCLA staff personnel, including those employees who work off-site, once a year. The Workforce Analysis is available upon request to the SAAO.

D.2  **Utilization Analysis**
The utilization analysis is the comparison of incumbents in the UCLA workforce to availability in the relevant labor market, as calculated for each job group.

a.  **Underutilization**
In order to determine if there is underutilization, three steps have been taken:

1) First, statistics on the University's current workforce have been collected and analyzed to determine the percentage of women and minorities employed in each job group. Job groups are comprised of a set of job titles having similar content, wage rates, and opportunity.
2) Second, statistics on the availability of minorities and women have been compiled by job group. Availability is an estimate of the number of qualified minorities and women available for employment in each job group expressed as the percentage of all qualified persons available for employment in the job group.

3) Third, a utilization analysis has been made, comparing this workforce and availability data, in order to determine where and in which job groups minorities and women are underutilized. Underutilization exists when the percentage of minorities or women employed in a particular job group is less than would be reasonably be expected, given their availability percentage in that particular job group.

b. Availability Data
For the purpose of conducting utilization and other analyses under this Plan, availability data will be used as defined and set forth in 41 C.F.R. § 60-2.15.

c. Goals
When areas of underutilization for minorities and women are identified, annual placement goals are set equal to the availability percentages specified in the underutilization analysis tables. It should be emphasized that while goals are required, quotas are neither required nor permitted. Good faith efforts are the true measure of compliance with this program.

Affirmative action goals are established, reviewed periodically and appropriately adjusted. Progress reports will be prepared as needed during the affirmative action plan period.

D.3 Applicant Flow Analysis
UCLA collects gender and race data provided by employment applicants using Campus and Health System web-based applicant tracking systems. UCLA conducts an applicant flow analysis to ensure it has sound recruitment practices and that Minorities and Women are applying at the rates comparable to their labor market availability.

D.4 Hire Analysis
An analysis of hires and rehires is conducted annually by the Staff Affirmative Action Office.

D.5 Promotion Analysis
An analysis of promotions is made annually by the Staff Affirmative Action Office to ensure that employees have equal opportunity to apply for and be considered for promotions throughout the campus.

D.6 Compensation Analysis
UCLA has evaluated internal compensation systems to determine if there is gender, race, or ethnicity-based discrepancies in the compensation system. If any compensation disparities are identified, appropriate steps are taken to address and remedy potential problems.

D.7 Training Analysis
An analysis is conducted annually by the Campus and Health System Human Resources to determine whether training programs offered by the Campus and Health System Human Resources Departments are available to and utilized by eligible employees of all ethnic groups and both sexes on campus.

D.8 Separation Analysis
A separation analysis is conducted annually by the Staff Affirmative Action Office. This analysis compares the number of persons in each ethnic group and both sexes who have been separated during the year to the total number of persons of each ethnic group and sex within each job group campus wide.
D.9 Other Auditing and Review Procedures
The Staff Affirmative Action Officer will work with the Affirmative Action Units in monitoring and advising on compliance with this Plan. The Staff Affirmative Action Officer will schedule periodic meetings with each Affirmative Action Unit Coordinator and/or his/her staff to review their affirmative action initiatives.

D.10 Compliance with Sex Discrimination Guidelines
UCLA has reviewed its recruitment and advertising policies, its employment policies and practices, and wage structure to ensure that its practices conform to the requirements of the Sex Discrimination Guidelines for Government Contractors, Sexual Harassment Guidelines, and the Pregnancy Discrimination Amendment to the Civil Rights Act of 1964, and the Equal Pay Act. UCLA’s leave of absence policies are nondiscriminatory.

D.11 Compliance with Guidelines on Discrimination Because of Religion or National Origin
UCLA has reviewed its recruitment and advertising policies, its employment policies and practices, and wage structure to ensure that its practices conform to the requirements of the OFCCP’s Guidelines on Discrimination Because of Religion or National Origin. UCLA will make accommodation to religious observances and practices of employees or prospective employees when accommodation can be made without undue hardship on the conduct of University business.
E. 2011 STAFF AFFIRMATIVE ACTION PROGRAMMATIC ACTIVITIES (ACTION-ORIENTED PROGRAMS)

The programmatic activities described in this section are for the period January 1, 2011 – December 31, 2011. These action-oriented programs, as well as those for the period of January 1, 2012 to December 31, 2012 noted later in the “Programmatic Goals” section of the Plan, are designed to address identified problem areas and to attain affirmative action goals and objectives.

E.1 STAFF AFFIRMATIVE ACTION OFFICE

During the 2010 affirmative action year, the Staff Affirmative Action Office (SAAO) continued its efforts to monitor affirmative action compliance at UCLA. The programmatic activities of the SAAO included participating in campus diversity-related programs, serving on various campus diversity task forces and committees, and providing training programs to the campus and Health System.

a. Diversity Education Program - Training/Briefings

In 2010, the SAAO conducted training programs on issues related to affirmative action, equal employment opportunity, and diversity such as:

- Valuing Differences
- The Respectful Workplace
- Managing a Diverse Workforce
- Affirmative Action/EEO Compliance and Responsibilities
- Staff Workforce Demographic Data Summary
- Emotional Intelligence and Diversity
- Understanding Generations at Work

b. Special Projects/Other Activities

In 2010, the SAAO continued its involvement with community and professional organizations that are committed to the goals of affirmative action and equal employment opportunity.

c. Chancellor’s Advisory Group on Diversity

The Staff Affirmative Action Officer continues to participate in the Chancellor’s Advisory Group on Diversity (CAGD). The charge of the CAGD is to promote diversity in all its forms in all areas of the campus community. To meet this charge, the CAGD has:

- Developed recommendations for effectively incorporating diversity matters into the campus strategic planning process at all levels of the institution
- Recommended processes to further UCLA’s diversity goals in a number of areas
- Promoted the development of appropriate forums in which to engage the campus community on the issue of diversity in UCLA’s teaching, research, and public service activities
- Recommended mechanisms to ensure continuing assessment of progress and outcomes
- Developed the campus “Principles of Community”

The Advisory Group’s website can be accessed at www.diversity.ucla.edu.

In 2010, the CAGD was replaced by the UCLA Council on Diversity and Inclusion (CODI).

d. Spanish as a Second Language (“SSL”)

In 2005, Campus Human Resources sponsored a new program developed by the Staff Affirmative Action-Office entitled “Spanish as a Second Language” (SSL) with the initial pilot program for Housing and Hospitality Services (H & HS) managers who supervised predominately service-level, Spanish-speaking employees. The SSL program was designed to improve productivity and working relationships, develop cultural competency and language skills, and provide a programmatic effort to promote diversity. The 14-week program is currently offered to both supervisors and staff from Housing and Hospitality Services, and General Services. Since its inception, there have been 145 participants.
In 2010, the SAAO completed the planning for a sixth-year SSL program which will be delivered in February 2011.

**e. HIRE LA’s Youth 2010 Summer Jobs Program**

In 2010, UCLA participated, for the sixth year, in the City of Los Angeles HIRE LA’s Youth 2010 Summer Jobs Program. Young adults were hired to work in various positions throughout the UCLA campus. The program provided an opportunity for over 100 students from underserved areas in Los Angeles to learn about work life and the importance of an education.

The Staff Affirmative Action Office and other Campus Human Resources units participated in this program by hiring program participants.

**E.2 EMPLOYMENT SERVICES**

**a. Outreach Recruitment Program**

For the 2010 program year, Campus Human Resources (CHR), Employment Services, continued its efforts to inform the community of current job openings. The UCLA Career Opportunities website link was sent out to the Employment Development Department (EDD) offices, EDD CalJobs website, and the Veterans Affairs Office.

Employment Services regularly advertises many UCLA vacancies in trade publications, major daily newspapers, and journals to obtain qualified and diversified pools of applicants. Minority and female applicants continue to respond in the largest numbers to campus advertisements in major regional and national dailies such as the Los Angeles Times, and the Chronicle of Higher Education. UCLA openings are also posted regularly on the UCLA Career Opportunities website at [https://hr.mycareer.ucla.edu](https://hr.mycareer.ucla.edu). Campus departments can advertise job openings on internet sites such as Monster.com and Careerbuilder.com and Monster.com and has a strategic partnership with various diversity sites such as Asianave.com, Blackplanet.com, and others. Additionally, [http://www.insidehighered.com](http://www.insidehighered.com) is a site where campus departments can advertise job openings. This site is geared specifically for job seekers looking for positions in higher education.

UCLA Campus Human Resources, Employment Services staff continue to use the Southern California Higher Education Recruitment Consortium (HERC) posting web site. HERC is a collaborative effort among 26 Southern California colleges and universities dedicated to recruiting and retaining highly qualified faculty and staff. Finding effective ways to assist the spouses and partners of faculty and staff in securing area employment is a particular focus of HERC. Its website ([www.socalherc.org](http://www.socalherc.org)) is the only comprehensive employment website in Southern California which posts both academic and staff employment opportunities in higher education.

Employment Services representatives participated in various job fairs, such as the NAACP Job Fair, Social Justice Non-Profit Job Fair, and Veterans Job Fair.

**E.3 TRAINING AND DEVELOPMENT PROGRAMS**

**a. In-Service Training Program**

The In-Service Training Program is a series of short courses and programs designed for UCLA employees, in conjunction with campus departments and the Training and Development unit of Campus Human Resources.

These courses and programs are intended to complement existing departmental training efforts while increasing staff development opportunities at UCLA. Participation in a training course may enhance an individual employee’s effectiveness in his/her current job and/or increase his/her potential for taking on greater responsibilities within the University. These training courses strive to enhance employee performance and to contribute to CHR’s role in retaining a skilled, diverse workforce.

Training courses and programs are open to all employees, with course offerings in the areas of management and supervisory development, professional and career development, customer service, administrative policies and procedures, communication, technology and computer applications, health and safety, personnel policies and procedures, and self-development.
During 2010, 3,049 employees participated in In-Service Training and Development classes. The gender/ethnicity representation of the participants is listed as follows:

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
<th>White</th>
<th>Black</th>
<th>Hispanic</th>
<th>Asian</th>
<th>Native American</th>
<th>Unknown</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>738 (24.2%)</td>
<td>2,311 (75.8%)</td>
<td>1,261 (41.4%)</td>
<td>319 (10.5%)</td>
<td>588 (19.3%)</td>
<td>755 (24.8%)</td>
<td>10 (0.3%)</td>
<td>116 (3.8%)</td>
<td>3,049</td>
</tr>
</tbody>
</table>

In 2010, Training and Development, working with UCOP and other UC Campuses, implemented a new UC-wide Learning Management System ("LMS"). The new LMS provides easier access to training for all staff, including computer-based courses, and improves the tracking of individual training histories. Information for all courses offered, including course description, schedule and fees, is available online to all employees at the training program website: lms.ucla.edu. Course information is also published in print catalogs which are distributed to all career employees. Catalogs are also available in the Training and Development unit of Campus Human Resources and as a PDF on the CHR website.

b. Staff Enrichment Program (SEP)

In 1978 UCLA designed a training program for staff employees as part of its effort to increase the promotability of its employees, including minorities and women, and to achieve a diversified workforce at higher-level career staff positions. This program was known as the Staff Affirmative Action Training and Development Program. It was initially made possible through funding received from the University of California, Office of the President. Since 1978, the UCLA campus has funded the program. It is now called the Staff Enrichment Program (SEP).

The Training and Development unit coordinates this annual program, which is available to all employees at the Administrative Specialist level, equivalent classifications and below, who have completed at least one year of full-time career employment at the University, and who have received a satisfactory or better performance evaluation for the preceding year.

The Staff Enrichment Program involves the following activities:

1. Career assessment and planning
2. Individual training and counseling
3. Funding for educational and development activities
4. Seminars that provide organizational information and resources
5. Team-based projects relevant to UCLA and the world of work

Career assessment and planning is accomplished through the use of workshops designed to provide sequential methodology for individual career decision-making. The use of interest, skills and value assessment tools and career-planning techniques specifically provide this methodology. As a complement to workshops, individual-counseling sessions are conducted with participants to assist them in planning further educational or training programs, which may be required for achieving their career objectives.

Helping participants to become more competitive for selected campus positions or more proficient on their own are two of the objectives of the SEP. Using their career plans as guides, program participants become engaged in a course of academic study at UCLA or other educational institutions in the Los Angeles area. Most participants attend classes in the evening; however, some employees utilize release time during regular working hours to obtain training.

Throughout the program year, close liaison is maintained between the participants, their supervisors, and SEP staff. When the requisite career development training is either near completion or has been completed, the SEP Coordinator provides individual career enhancement assistance to participants. This assistance includes individual consultation on resume preparation, job search strategies, professional portfolios, and Staff Employment assistance. In addition, an effective tracking system for SEP alumni is being implemented.

During the 32 years since the program began, there have been approximately 1011 participants: almost two-thirds have received promotions or reclassifications since participating in the Program. During 2010, there were 31 participants, with the sex/ethnicity representation as follows:
### UCLAS Staff Affirmative Action Plan for Women and Minorities

#### Staff Affirmative Action Programmatic Activities

<table>
<thead>
<tr>
<th>Male</th>
<th>Female</th>
<th>White</th>
<th>Black</th>
<th>Hispanic</th>
<th>Asian</th>
<th>Native American</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>8 (25.8%)</td>
<td>23 (74.2%)</td>
<td>8 (25.8%)</td>
<td>4 (12.9%)</td>
<td>12 (38.7%)</td>
<td>7 (22.6%)</td>
<td>0 (0.0%)</td>
<td>31</td>
</tr>
</tbody>
</table>

**c. The Professional Development Program (PDP)**

In 1994, UCLA designed a management and leadership training program for staff employees in the Professional and Support Staff (PSS) classification (Grades 2 – 6). The goals of the program include:

1. Offering those designated employees (including individuals from groups that are underrepresented in management level positions) professional development experiences and a career path toward Management and Senior Professional level job opportunities;

2. Achieving a more diverse workforce for management and professional level positions; and

3. Providing the campus with a broadly skilled pool of qualified individuals who are well prepared to meet the challenges of UCLA’s changing environment.

The Professional Development Program (PDP) initially was made possible through funding received from the University of California, Office of the President, which provided for the pilot program. Currently, the Professional Development Program is supported by campus funding and is coordinated by the Training and Development unit in CHR.

The major components of the program include:

- Weekend retreat for leadership assessment;
- Advanced skill training seminars on such topics as focused management, leadership and the vision of UCLA;
- The coordination of special management-related projects of major importance to the University;
- Participation in mentor relationships with University leaders;
- A Buddy Program partnering current participants with program alumni; and
- Brown Bag Orientations in which participants showcase their home departments to other members.

An Advisory Committee, comprised of selected managers from the campus, assists in the selection process of applicants. The initial screening is followed by an interview with the program coordinator. Department endorsement is required for participation. Program participants require approximately 12 to 15 hours of release time per month.

Throughout the program year, close liaison is maintained between the participants, their supervisors, mentors and PDP coordinator. The program coordinator provides individual career enhancement assistance to participants. This assistance includes individual consultation on resume preparation, networking opportunities, career directions and interviewing techniques. In addition, an effective tracking system for PDP alumni is being implemented.

During the 2010 program year, there were 26 participants, with the sex/ethnicity representation as follows:

<table>
<thead>
<tr>
<th>Male</th>
<th>Female</th>
<th>White</th>
<th>Black</th>
<th>Hispanic</th>
<th>Asian</th>
<th>Native American</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 (42.3%)</td>
<td>15 (57.7%)</td>
<td>13 (50.0%)</td>
<td>4 (15.4%)</td>
<td>6 (23.1%)</td>
<td>3 (11.5%)</td>
<td>0 (0%)</td>
<td>26</td>
</tr>
</tbody>
</table>
E.4 UCLA HEALTH SYSTEM HUMAN RESOURCES

Community Outreach Program
UCLA Health System’s community outreach program includes school and community presentations. Staffing representatives go to schools with predominantly minority student populations to present information on healthcare careers. Education, preparation and salaries are discussed in order to create interest in healthcare professions and to encourage participants to become future applicants for jobs at UCLA Health System.

Pathpoint/Project SEARCH
Established in 1964, PathPoint is a non-profit organization dedicated to helping people with disabilities or disadvantages to reach their fullest potential. The mission of the PathPoint/ Project SEARCH is to provide comprehensive training and support services that empower people with disabilities or disadvantages to live and work as valued members of our communities. The program participants receive on-the-job training at participating employer sites, and are shadowed by a job coach to ensure that they are equipped with the support and skills necessary to maintain employment. During 2010, HealthSystem Human Resources participated in the Pathpoint/Project SEARCH program and placed participants in two hospital departments. It is the goal of the program to offer positions to participants who successfully complete the program.

Veterans Career Fairs, Honor a Hero/Hire A Veteran
In 2010, Health System recruiters attended career fair(s) for recently honorably discharged Veterans. These veterans are highly trained and skilled healthcare professionals; other disciplines were also represented at the career fair.

Family Housing Center for Women and Children
In 2010, Health System recruiters participated in a mentoring program for homeless and battered women at the women's and children's shelter in Inglewood, California. As part of the Family Housing Program, recruiters lead a six week course on how to return to the work force through workshop topics such as conducting job searches, interviewing techniques, and keeping a job. The course also promotes successful interviewing and job application, obtaining higher pay and career advancement, and maintaining healthy, self-supporting living situations. The course will be taught on a quarterly basis.

Industry/Education Partnership with King/Drew Medical Magnet High School
In 2010, Health System continued its partnership with King/Drew Medical Magnet High School, whose student body is 97% minority. Weekly clinical internships are provided for 20 students. Each student is provided with one clinical mentor per semester. In addition to clinical rotations, several enrichment days are provided for the students. Minority healthcare leaders regularly have lunch with the students, providing insight, information, and direction in an informal setting. “Shadow a Nurse Day” is also provided each semester, which has resulted in multiple students enrolling in nursing programs. This partnership provides an on-going relationship with minority students who may become future UCLA Health System employees.

Mentoring Program
UCLA Health System participated in the Los Angeles Summer Youth Mentoring Program. Health System Recruiters are assigned a youth from an underserved area in Los Angeles and they become that student’s full time Mentor for the summer. They provide the student with guidance on what the “real” working world is like, by focusing on obtaining a job, keeping the job, workplace protocols, professionalism, work ethic, and achieving educational and professional goals. Two youths per summer session are assigned to the Health System Human Resources office.

Latino Diversity and Shomey Los Angeles Professional and Alumni Diversity Career Fairs
In 2010, the Health System recruiters attended the Latino and Alumni Diversity job fairs. Health System recruiters lead employment workshops that were designed to help attendees with interview skills, job hunting success tips, and other important information regarding getting hired and obtaining successful careers.

Midnight Mission Program
The goal of the Midnight Mission Interviewing Skills Series on Skid Row Program is to enable participants who are homeless or recovering from drug and alcohol abuse to move to self sufficiency through education. The program provides educational services such as professional training and job therapy. Health System recruiters supported the program by conducting mock interview sessions to assist participants in their job preparation.
E.5 ASSOCIATED STUDENTS UCLA (ASUCLA)

a. Staff Development/Other Activities
ASUCLA continued its Staff Development Training and Performance Recognition Awards programs in 2010 as a means of fostering employee retention and increasing internal promotion for all employees, including females and minorities. The Performance Recognition Awards are given to those employees whose outstanding performance is beyond the requirements of their position. Awards include monetary “SPOT” bonuses and monetary bonuses for exemplary performance throughout the year. In 2010, 100% of recipients receiving the Awards were minorities.

Staff Development courses at the University are offered to ASUCLA employees. Some courses attended by employees included: Driver Safety, Compliance with Current, State, Federal and UC Disability Mandates, Earthquake Preparedness, Ethics Briefing, Sexual Harassment, and Fire Safety. In 2010, 47% of all class attendees were female, and 53% were minorities.

ASUCLA’s Employee of the Year Award rewards those employees who have contributed to ASUCLA’s mission through their participation in a major project and/or demonstration of exceptional commitment and leadership. In 2010, 31% of the nominees were female, and 62% were minority.

b. Community Outreach and Recruitment Programs
Position vacancies were advertised on diverse population sites on the Internet, such as Career Builder, that transmit their job postings to various diversity-focused population sites.

c. Other Internal Activities
ASUCLA encourages employees to participate in internal development programs.

E.6 FACILITIES MANAGEMENT

a. Facilities Management Apprenticeship Program
In 2010, the Facilities Management Department of Campus Administration funded 19 positions in the apprenticeship program. Recruitment for the program is campuswide.

The four-year apprenticeship program encompasses both on-the-job training and a rigorous evening vocational education program. Upon successful completion of the program, the apprentice is appointed to a journey-level position in Facilities Management.

During the year, five apprentices completed the program and were promoted to journey-level positions. Thirty-two graduates are currently in the workforce. Many have gone on to become leaders in their field and some have assumed managerial positions.

b. Computer Competency Skills
The typical Facilities Management employee works in the field and is not required to use a computer to perform the day to day duties. However, increasingly the University relies on computer technology to conduct business related to each employee. It is a priority for Facilities Management to improve both computer accessibility and competency of its employees.

Employees with limited exposure to computers are offered training on how to access the Internet, set up an email account and utilize computers to access various University services such as enrolling in benefits, applying for jobs via an on-line job application system, and enrolling in training opportunities.

In addition, employee kiosks are deployed in satellite offices to provide field employees access to computerized employee personnel information and benefits. Facilities Management just completed construction on a new employee computer lab that can be accessed by any Facilities Management employee with his/her BruinCard.

c. Supervisory Training
Extensive supervisory training was offered to front line custodial supervisors. Over the course of the year, 15 supervisors completed 13 classes in supervision. The training is designed to increase understanding of supervisory role requirements,
strengthen awareness of behavioral strengths, and broaden mastery of employment policies and practices necessary to succeed in the supervision of others and aiding in the supervisor’s own career development and growth.

d. “I’m Going to College”
In conjunction with Housing and Hospitality Services, Facilities Management participates in the “I’m Going to College” outreach program offered by UCLA Athletics. Promotion of the program is focused on employees who hope to send their children to college but may not have had the experience themselves. The program provides a safe environment where staff employees, as parents, can expose their children to college while giving the parents an opportunity to show that they are part of a very special place. UCLA Athletics provides general college information and tickets to a game to give kids a preview of college life. Facilities Management and Housing augment the program by hosting a brief overview of UCLA, breakfast in a residential hall and a tour of the residence halls. This year over 250 employees and family members attended.
F. 2011 STAFF AFFIRMATIVE ACTION PROGRAMMATIC GOALS

The programmatic goals described in this section are for the period January 1, 2011 – December 31, 2011.

F.1 Staff Affirmative Action Office

During 2011, the Staff Affirmative Action Office (SAAO) will continue to refine its data collection and recordkeeping systems to accurately track and retain personnel action information. In 2011, the SAAO will continue to schedule meetings with University officials to discuss affirmative action responsibilities, and campus workforce goals, including goals for their respective divisions and departments.

The SAAO will partner with the Employment Services units of Campus/Health System Human Resources to develop recruitment strategies and outreach programs to assist departments in meeting their staffing goals.

The SAAO will continue to offer training programs to develop effective skills for management to address specific diversity issues associated with managing a diverse workforce. Training programs will include the development of effective skills for managers to recruit and retain a diverse workforce, updates on changes in affirmative action and equal employment opportunity-related court decisions and legislation, and specific training designs to address issues that emerge from departmental needs. The SAAO will develop supervisory e-learning training programs to continue to assist supervisors in understanding EEO/AA responsibilities.

The SAAO will continue to monitor campus policies and activities to ensure compliance with affirmative action directives. The SAAO will continue to inform the campus of issues related to Affirmative Action/Equal Employment Opportunity, and other topics associated with managing a diverse workforce.

The SSL program will be offered in 2011.

The SAAO will continue to participate in the annual City of Los Angeles’ HIRE LA’s Summer Jobs Program.

The SAAO will participate on the Council on Diversity and Inclusion and other diversity-related task forces and committees.

F.2 Employment Services

The Employment Services Department's goals for 2010 are as follows:

- Continue to inform the community of current job openings through the Department’s website;
- Regularly advertise UCLA vacancies in trade publications, major daily newspapers and journals, as well as increase Internet usage for advertising and recruiting purposes;
- Continue to post positions on the Higher Education Recruitment Consortium (HERC) website: [www.socalherc.org](http://www.socalherc.org);
- Continue to participate in various campus job fairs and community job fairs such as the Latinos For Hire Job Fair, as well as the Veterans Job Fair, NAACP and other local diversity fairs;
- Continue to post position openings on the State EDD CalJobs Internet site;
- Continue personal contacts with various community agencies and the offices of various local leaders to cultivate diversified applicant pools; and
- Join with the Staff Affirmative Action Office in meetings with campus department management to discuss their Affirmative Action Goals.
F.3 Training and Development Programs

The Training and Development unit will continue to offer courses such as “Managing a Diverse Workforce.” This course is designed to educate supervisors and managers on diversity issues and their responsibility in helping to achieve University diversity goals. In addition, this unit will continue to offer courses that address the needs and concerns of employees in the workplace.

In 2011, Training and Development will fine tune the implementation of the Learning Management System (LMS) to include access for ASUCLA.

Training and Development will roll out a new Management Development Certificate Program for MSP-level employees in early 2011. The Certificate curriculum includes 13 courses, including an introductory individual management assessment and professional development planning, plus an additional 12 courses in management and leadership skills.

UCLA’s career development programs for staff employees will serve as diverse feeder pipelines for professional and management roles that are likely to occur in greater numbers in the near future due to an expected increase in the numbers of staff retirements.

During 2011, the Training and Development unit will continue to assess both the Staff Enrichment Program (SEP) and the Professional Development Program (PDP) to determine if the curriculum and the activities of each program are relevant to the participants and the University. Changes to the programs will be made as necessary. In addition, an effective tracking system for SEP and PDP alumni will be developed. This will allow the program coordinators to determine the impact of the program on participants, and it will provide diversity data for reporting purposes. SEP will sustain the Professional Portfolio component implemented in 2005, and will incorporate Professional Journaling as required assignments.

SEP will include the following goals:

- Continue to examine the viability for creating a mentoring program for Staff Enrichment Participants to be mentored by alumni of the Professional Development Program
- Continue to review marketing practices to reach a wider audience for program recruitment

A Mentoring Seminar and Project Management Seminar will be continued for PDP participants. This will include a workshop to prepare them for their mentor relationship and project management experiences. A welcoming lunch for mentors and program participants will be arranged in order to launch the mentor component of the program. Additionally, the 360-degree feedback instrument implemented in 2005 will be sustained to assess management and leadership skills.

PDP will include the following goals:

- Encourage the creation of subgroups- Communities of Learning- to enhance participants’ development experience
- Stage a year-end retreat at Lake Arrowhead Conference Center to conduct program evaluation and future goal setting activities
- Increase mentor participation from various campus areas
- Continue to examine the viability of a greater role for PDP supervisors
- Continue tracking progress of PDP alumni for program impact
- Incorporate new seminars that reflect the needs of the University (e.g., Managing in a Challenging Budget Environment, The Effective Use of Power, and Politics and Influence)
- Create opportunities for PDP Alumni to contribute to the program

The Training and Development unit plans to continue its aggressive efforts to expand skill-building offerings for University employees. Part of this expansion includes creation of a variety of online e-Learning modules and tutorials. This will allow greater access to training and flexibility in timing of learning for all staff.
F.4 UCLA Health System Human Resources

Pathpoint/PROJECT SEARCH
The Pathpoint/ PROJECT SEARCH PROJECT, currently active in two Health System Departments, will be expanded to include two additional departments (Department of Nutrition and Central Service and Supply), bringing the total number to four hospital departments participating in the program. A new group of students will be starting in the expanded program and participating in the program orientation in January 2011.

Veterans Career Fairs, Honor a Hero/Hire A Veteran
Health System recruiters will be attending career fair(s) for recently honorably discharged Veterans.

Family Housing Center for Women and Children
Health System Recruiters will participate in the ongoing, quarterly mentoring and job preparation programs for homeless and battered women at the women's and children's shelter in Inglewood, California.

Community Outreach Program
UCLA Health System’s community outreach program will continue to send staffing representatives to schools with predominantly minority student populations to present information on healthcare careers. Education, preparation and salaries are discussed in order to create interest in pursuing healthcare professions and becoming potential applicants for HealthSystem positions.

Industry/Education Partnership with King/Drew Medical Magnet High School
UCLA Health System will continue its partnership with King/Drew Medical Magnet High School.

Mentoring Program
UCLA Health System will continue to participate in the Los Angeles Summer Youth Mentoring Program.

Latino Diversity and Shomey Los Angeles Professional and Alumni Diversity Career Fairs
The Health System recruiters will attend the Latino and Alumni Diversity job fairs.

Midnight Mission Program
Health System Recruitment will continue to support the Midnight Mission Interviewing Skill Series on Skid Row program.

F.5 Associated Students (ASUCLA)

Staff Development
ASUCLA will continue to provide employee training and performance recognition award opportunities in 2011 for all employees, including females, minorities, persons with disabilities and covered veterans, as a means of fostering employee retention and increasing internal promotions. ASUCLA's Human Resources Division will work with employees and hiring supervisors/managers to facilitate advancement and development placements.

Community Outreach
JWT, ASUCLA’s advertising agency, has been requested to continue to provide ASUCLA with information regarding Job Fairs which focus on diverse populations.

Recruitment
ASUCLA will continue to emphasize responsibility for Affirmative Action outreach, recruitment, development and retention to supervisors and managers. Division Directors will continue to direct managerial attention toward Affirmative Action goals and activities through regular review and discussion with direct reports; by monitoring Division outreach, recruitment, training and promotions; and by evaluating managerial performance in the area of Affirmative Action.

ASUCLA's Human Resources Division will continue to apprise managers of Affirmative Action goals and will work with hiring managers in the development of diverse outreach activities for open positions. Should openings necessitate and funding becomes available, ASUCLA will attend diverse population job fairs and other employment related events. ASUCLA also advertises vacant positions on diverse population sites on the Internet.
Other Internal Activities
Should funding become available, ASUCLA will develop other internal programs to increase workforce diversity at ASUCLA.

F.6 Facilities Management

**English as a Second Language ("ESL")**
In cooperation with University Extension, the Facilities Management Department of General Services will reprise its ESL program for employees who wish to improve their English language skills in the workplace. Five different levels of classes will be offered, including an English Skills preparatory class geared towards safety awareness.

**Spanish as a Second Language ("SSL")**
Facilities Management is offering the Staff Affirmative Action Office’s Spanish as a Spanish Language (SSL) and culture class for supervisors in order to promote better understanding in the workplace.

**Department Wide Diversity Training**
Facilities Management plans to offer the Staff Affirmative Action Office’s Facilities Management Emotional Intelligence & Diversity program to all employees. It covers diversity, stereotypes, biases, prejudice and “protected categories.”

**Education Resources Fair**
Facilities Management plans to host another Education Resources Fair in 2011, along with Housing, ASUCLA and Student Affairs. Representatives from local community colleges, vocational schools, apprenticeship and various career-development programs will be available, in addition to the educational sessions offered throughout the day.

**Facilities Management Apprenticeship Program**
In 2011, three of the current 17 apprentices will complete the program. Facilities Management continues to improve its apprenticeship program and staff development efforts.

**Job Shadowing Program**
Facilities Management, in conjunction with other General Services’ units and Housing, will roll out a job shadowing program in January 2011. The program is designed to allow employees several options for short term exposure to jobs that may interest them.

**Digital Citizenship**
With increased access due to the new computer laboratory, employees will be encouraged to practice their computer literacy skills. In addition, Facilities Management is developing several programs aimed at workers with little computer exposure. One such program, Digital Citizenship will pilot a small group of employees through a 12-month program that includes assigning them an iPad or similar portable computing devise to encourage practicing the computer skills learned throughout the year long course.

**I’m Going to College**
Facilities Management and Housing and Hospitality Services will team up again to offer this opportunity to more employees and their families this year. Based on feedback from employees, Facilities Management and Housing and Hospitality Services plan to provide more specific information on the academic programs, application process and financial aid.
UCLA Staff Affirmative Action Plan for Persons with Disabilities and All Covered Veterans

A. DEFINITIONS
The University is committed to adherence to Section 503 of the Rehabilitation Act of 1973, as amended, and 38 U.S.C. 2012 of the Vietnam-Era Veterans’ Readjustment Assistance Act of 1974 (“VEVRAA”) as amended by the Jobs for Veterans Act of 2002, 41 CFR Section 60-300. Section 503 requires Federal government contractors and subcontractors to take affirmative action to employ and advance in employment qualified disabled individuals, and it prohibits discrimination and harassment against individuals with disabilities. VEVRAA requires Federal government contractors and subcontractors to take affirmative action to employ and advance in employment all qualified covered veterans1. It also prohibits discrimination and harassment against covered veterans.

A.1 Person with a Disability
The implementing regulations for Section 503 of the Rehabilitation Act of 1973, (41CFR 60-741.2) define a person with a disability as “any person who has a physical or mental impairment which substantially limits one or more major life activities, one who has a record of such impairment, or one who is regarded as having such an impairment.”2

a) "Physical or mental impairment” means any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more of the following body systems: neurological, musculoskeletal, special sense organs, respiratory, speech organs, cardiovascular, reproductive, digestive and genitourinary, hemic and lymphatic, skin, and endocrine.

The term also means any mental or psychological disorder, such as mental retardation, organic brain syndrome, emotion or mental illness; and specific learning disabilities, such as perceptual handicaps, brain injury, minimal brain dysfunction, dyslexia, and developmental aphasia.

The term includes diseases and conditions such as orthopedic, visual, speech, and hearing impairment; cerebral palsy; epilepsy; muscular dystrophy; multiple sclerosis; cancer; heart disease; diabetes; hypertension; mental retardation; and emotional illness.

b) "Major life activities" means functions such as caring for one's self, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning and working.

c) "Has a record of such an impairment" means has a history of, or has been misclassified as having, a mental or physical impairment that substantially limits one or more major life activities. Persons with mental or emotional illness, heart disease, or cancer, or persons who have been misclassified as mentally retarded fall within this category.

d) "Is regarded as having an impairment” means has a physical or mental impairment that does not substantially limit major life activities, but that is treated by others as constituting such a limitation, has a physical or mental impairment that substantially limits major life activities only as a result of the attitudes of others toward such impairment; or has none of the impairments listed in Section 1.a. above, but is treated as having such an impairment.

A.2 Qualified Person with a Disability
With respect to employment, under Section 60-741.2(t), a qualified individual with a disability means an individual with a disability who satisfies the requisite skills, 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 such position.

A.3 Disabled Veteran
“Under VEVRAA’s implementing regulations, ‘disabled veteran’ means (1) 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

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1 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 expedition for which a campaign badge has been authorized, or Armed Forces service medal veterans.

2 In making reasonable accommodation, the University complies with the more expansive “disability” definition provided under California Law.
compensation) under laws administered by the Secretary of Veterans Affairs or (2) A person who was discharged or released from active duty because of a service-connected disability.

A.4 Vietnam-Era Veteran
Under the Veterans' Act a "Vietnam-era veteran" refers to a person (1) served on active duty for a period of more than 180 days, and was discharged or released there from 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. (41 C.F.R. § 60-250.2(p) (2001).)

A.5 War/ Campaign/ Expedition Veteran
War/Campaign/ Expedition Veterans are 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.

A.6 Recently Separated Veteran
Any veteran separated 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.7 Armed Forces Service Medal Veterans
Any veteran who, while serving on active duty in the U.S. military, ground, naval or air service, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985.
B. RESPONSIBILITY FOR IMPLEMENTATION

B.1 Organization

Overall responsibility for staff affirmative action is delegated by the Chancellor to the Vice Chancellor, Administration, with the oversight of the Associate Vice Chancellor - Campus Human Resources. The assignment for implementation and monitoring is the responsibility of the Staff Affirmative Action Officer. For purposes of implementation, the campus is divided into Staff Affirmative Action Units, each with a designated Vice Chancellor serving as Unit Coordinator.

a. The Staff Affirmative Action Officer

The Staff Affirmative Action Officer has overall responsibility for the Plan as it relates to staff employees, and is supported by the Staff Affirmative Action Office (SAAO), and the Campus and Health System Human Resources Departments. The functions of the Staff Affirmative Action Officer are to:

1) Develop and recommend policies and procedures for staff affirmative action to the Administrative Vice Chancellor, Administration, and the Associate Vice Chancellor – Campus Human Resources;

2) Audit campus programs and procedures related to the provisions of this Plan;

3) Monitor the practices and programs of the Campus and Health System Human Resources departments for compliance with the provisions of this Plan;

4) Based on the standards established under this Plan, identify problem areas in utilization and in the application of personnel policies affecting affirmative action;

5) Provide consultation to the Campus and Health System Human Resources Departments regarding the personnel services and procedures that are required by the Plan and pertinent federal and state directives;

6) Regularly evaluate for effectiveness the procedures implemented under this Plan to promote affirmative action;

7) Act as liaison to all campus groups on affirmative action and equal employment opportunity issues, periodically organize informational meetings on affirmative action and equal employment opportunity issues for staff employees, keep the campus informed of affirmative action progress;

8) Serve as an expert in the requirements and precedents associated with affirmative action and as the campus representative in establishing rapport with campus and external communities for this program;

9) Investigate reports of incidents or conditions which may not conform with goals of the University’s Affirmative Action Program objectives, discuss findings, and make recommendations for enforcement action to the Vice Chancellor, Administration, and the Associate Vice Chancellor – Campus Human Resources;

10) Investigate and mediate those internal complaints received by the Staff Affirmative Action Office and those complaints received from state and federal enforcement agencies;

11) Provide direct assistance and consultation to all Staff Affirmative Action Units and monitor their good faith efforts toward campus affirmative action requirements;

12) Review each Staff Affirmative Action Unit periodically for compliance with policy and procedural requirements of the Affirmative Action Plan;

13) Maintain regular contact with campus and community groups;

14) Assist campus departments in the assessment, development, funding, and implementation of specialized affirmative action and diversity programs; and

15) Perform such other functions in the implementation of the Plan or its policies as may be approved by the Vice Chancellor, Administration, and the Associate Vice Chancellor - Campus Human Resources.
b. The Staff Affirmative Action Office
The Staff Affirmative Action Office shall:

1) Design an auditing and reporting system to evaluate the effectiveness of affirmative action efforts for employees with disabilities and all covered veterans;

2) Serve as liaison between the campus and state and federal equal employment opportunity compliance agencies;

3) Serve as liaison, in conjunction with the Campus and the Health System Human Resources Departments, between campus organizations and community action groups for disabled persons and veterans; and ensure that campus representatives are involved in community service programs of local organizations for persons with disabilities and covered veterans; and

4) Keep management informed of the latest developments in affirmative action efforts for persons with disabilities and all covered veterans.

c. Department Heads/Directors
Department Heads and Directors are responsible for ensuring compliance with staff affirmative action policies and procedures. They 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 programs and encourage their participation;

3) Direct internal and external communications to all employees to ensure their awareness of affirmative action and nondiscrimination policies, procedures and programs;

4) Ensure that appropriate and aggressive good faith efforts are taken within their respective units to achieve the goals and objectives outlined in this AAP;

5) Include in regular performance evaluations of supervisors, a review of their equal employment opportunity and affirmative action efforts and responsibilities;

6) Ensure that employees covered by this Plan are afforded equal opportunity to participate in University-sponsored educational, training, recreational and social activities; and

7) Ensure that posters which inform employees of nondiscrimination and affirmative action laws, regulations, and policies are displayed.

d. Supervisors
Supervisors shall:

1) Apply equitably all personnel policies and practices. Advise employees of affirmative action policies and procedures and, upon request, provide them with copies of written policy and procedural statements;

2) Advise employees of affirmative action programs, and encourage their participation;

3) Circulate internal and external communications to ensure that all employees are aware of affirmative action and nondiscrimination policies, procedures and programs;

4) Assist in the identification of problem areas of utilization; ensure implementation of special programs to increase representation consistent with the objectives outlined in the Plan;

5) Advise employees of University policy development in the areas of nondiscrimination and affirmative action;

6) Implement policies and procedures which afford all employees equal access to opportunities to participate in
university-sponsored educational, training, recreational and social activities;

7) Conduct reviews of the qualifications of employees to ensure that employees covered by this Plan are given equal consideration for appointments, transfers, and promotions;

8) Conduct discussions with employees concerning University affirmative action and nondiscrimination policies and procedures, ensuring that these policies and procedures are understood and followed; and

9) Provide a workplace that is free of employment discrimination, including any form of harassment.
C. DISSEMINATION OF POLICY
The UCLA policy on equal employment opportunity and affirmative action, which includes coverage for persons with disabilities and all covered veterans, is communicated to the campus and the public through various institutional publications. It is also discussed with supervisors and managers at periodic meetings concerning affirmative action progress and program activities. Applicants and various public and private applicant referral sources, such as school placement centers, community agencies, and skill centers, receive the policy by accessing the UCLA Career Opportunities website at: https://hr.mycareer.ucla.edu.

D. UCLA PERSONNEL POLICIES AND PROCEDURES RELATED TO AFFIRMATIVE ACTION PLAN FOR PERSONS WITH DISABILITIES AND ALL COVERED VETERANS
Employment policies and practices are reviewed to determine whether personnel programs provide the required affirmative action efforts for employment and advancement of qualified individuals with disabilities and all covered veterans.

The following statements of UCLA personnel policy are a general overview of practices which have been implemented by UCLA in meeting its commitment to affirmative action for persons with disabilities and all covered veterans. The details of these policies and practices may be found in the various University personnel policy manuals and related articles for employees covered by collective bargaining agreements.

D.1 Nondiscrimination in Employment Policy
The University of California, Los Angeles (UCLA or University) is an equal employment opportunity employer. It is the policy of the University not to engage in discrimination against or harassment of any person employed or seeking employment with the University because of race, color, national origin, religion, sex, gender identity, pregnancy⁴, physical or mental disability, medical condition (cancer-related or genetic characteristics), genetic information (including family medical history)⁵, 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)⁶. 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.

UCLA is committed to maintaining an environment in which employees can work in an atmosphere that is free from all forms of discrimination, harassment (sexual or otherwise), exploitation, or intimidation because of their status as a covered veteran or individual with a disability. Such behavior is prohibited by law and is a violation of University policy. UCLA has established nondiscrimination in employment policies and applicable complaint procedures to ensure that all employees and applicants are not discriminated against or harassed because of their status as covered veterans or persons with disabilities.

D.2 Affirmative Action Policy
It is the policy of the University of California to undertake affirmative action consistent with its obligations as a federal contractor for minorities, women, for persons with disabilities and for covered veterans through formally written affirmative action plans.

In developing affirmative action plans, the University's objectives are to:

a) Ensure that members of groups, who in the past may have been victims of employment discrimination or harassment, are given equal opportunities to compete for jobs and to have their qualifications assessed fairly; and

b) Achieve a diversified work force at all levels.

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³ Pregnancy includes pregnancy, childbirth, and medical conditions related to pregnancy or childbirth.
⁴ Amended May 3, 2010.
⁵ Service in the uniformed services includes membership, application for membership, performance of service, application for service, or obligation for service in the uniformed services.
D.3 Recruitment
Available positions continue to be posted on the UCLA Career Opportunities website: www.ucla.edu. New recruitment sources for staff personnel will be identified for all Units and job groups as necessary and applicable. Special emphasis will be placed on recruitment from agencies that focus on persons with disabilities and all covered veterans.

All recruitment material and advertising will indicate that UCLA is "An Equal Opportunity/Affirmative Action Employer."

Briefing sessions will be held with representatives from disabled, special disabled veteran and Vietnam era veteran sources. Formal arrangements will be made for referral of all covered veteran applicants. The level of participation in these activities will be determined by available staff and resources.

Administrative policies and procedures have been issued to ensure that all persons have the opportunity to apply for all vacancies. The details of these policies and procedures may be found in the various University personnel program manuals and related articles for employees covered by collective bargaining agreements.

Recruitment methods include:

a) Periodically informing all employees and prospective employees of UCLA’s commitment to engage in affirmative action;

b) Initiating and maintaining communication with organizations having special interests in persons with disabilities and all covered veterans, that may assist in the recruitment of those job applicants;

c) Disseminating information concerning employment opportunities to communications media;

d) Enlisting the assistance and support of recruiting sources (including the State Vocational Rehabilitation Agencies, State Employment Services, and community-based organizations);

e) Informing recruiting sources, in writing and verbally, of UCLA’s affirmative action policies;

f) Providing information emphasizing UCLA job opportunities to educational institutions, both public and private; and

g) Including disabled workers when employees are pictured in consumer, promotional, or help-wanted advertising.

D.4 Pre-Employment Inquiries
Under certain limited conditions, as set forth in Section 60-250.23, 60-741.23, and 60-300.23 of the regulations, UCLA may require an applicant or an employee to pass a physical examination prior to employment or change in employment status. However, the results of such an examination shall be used only in accordance with job qualification requirements that pertain to the specific job or jobs for which the individual is being considered, and shall be consistent with business necessity.

a) Pre-employment inquiries may be made concerning an applicant's ability to perform job-related functions, either with or without reasonable accommodation. The University conducts pre-employment medical examinations only as permitted by the regulations implementing the Americans With Disabilities Act of 1990 (ADA) and the Rehabilitation Act of 1973, as amended.

b) The University may condition an offer of employment on the results of a medical examination conducted after making an offer of employment and prior to the employee's entrance on duty, provided all entering employees in that job category are subjected to such an examination regardless of disability and provided that the results of such an examination are used in accordance with these guidelines.

Information obtained on the medical condition or history of any applicant or employee shall be collected and maintained on separate forms and in separate medical files and shall be accorded confidentiality as medical records, except that:
(1) Supervisors and managers may be informed of necessary restrictions on the work or duties of disabled persons and of any necessary accommodations.

(2) First aid and safety personnel may be informed, as appropriate, if the condition might require emergency treatment.

(3) Government officials investigating compliance shall be provided with relevant information on request.

D.5 Selection
UCLA will make good faith efforts to expand applicant pools to include persons with disabilities and all covered veterans.

UCLA will periodically review personnel processes to ensure that: 1) they provide for careful, thorough, and systemic consideration of the job qualifications of applicants and employees with known disabilities or who are known covered veterans, for job vacancies filled either by hiring or promotion, and 2) that they do not stereotype individuals with disabilities or covered veterans in a manner which limits their access to all jobs for which they are qualified.

Departments have the responsibility of notifying department employees of intradepartmental promotional career vacancies and allowing sufficient time for employees to apply. Further, employees must be informed of the selection process to be utilized to fill such vacancies including a description of the job, applicant requirements and interviewing procedures.

When a covered veteran is considered for employment opportunities, the University relies only on that portion of the individual’s military record, including his or her discharge paper that is relevant to the requirements of the opportunity at issue.

Physical and mental job qualification standards are reviewed on a periodic basis to ensure that to the extent qualification standards tend to screen out qualified individuals with disabilities or qualified disabled veterans, they are job-related for the position in question, and are consistent with business necessity. UCLA will make reasonable accommodations to the known physical or mental limitations of an otherwise qualified individual with a disability or disabled veteran unless it can be demonstrated that such accommodations would impose undue hardship on the conduct of business.

In order to provide applicants an opportunity to benefit from programs available under this Affirmative Action Plan, the Campus and the Health System Human Resources Departments will invite all individuals with disabilities and all covered veteran applicants to identify themselves voluntarily and confidentially. Inquiries to individuals with disabilities or disabled veterans may be made only after an offer of employment has been extended and before employment begins. Refusal to provide the information will not subject the applicant to adverse treatment. The information will be used only in ways that are consistent with Section 503 of the Rehabilitation Act and the Vietnam Era Veterans’ Readjustment Assistance Act.

D.6 Policy on Employment of Relatives
In keeping with the basic UCLA policy of selecting a candidate for hiring or promotion solely in terms of individual qualifications, no person will be denied employment or advancement solely because he or she is related to another employee. Prior to the appointment of near relatives in positions which there would be a supervisory or other close working relationship, approval of the Chancellor is required in accordance with University personnel policies.

D.7 Training
UCLA recognizes that realistic opportunities for the employment and advancement of persons with disabilities and all covered veterans will be enhanced by the continuation and expansion of training programs. Training programs will be open to all employees in accordance with the UCLA Nondiscrimination in Employment and Affirmative Action Policy. Training programs will not be designed solely to improve skills in existing jobs but also to develop skills necessary for career development.

The Campus and the Health System Human Resources Departments and the Staff Affirmative Action Office have developed special training programs for supervisory and other staff whose responsibilities include recruitment, screening, selection, promotion, disciplinary, and related processes. The training programs will assist in creating a
greater awareness and understanding of issues of employment discrimination ensuring that the commitments in the affirmative action program are implemented. Additionally, the Staff Affirmative Action Office, and the Campus and the Health System Human Resources Departments, will continue to provide organizational development consultation to departments to enable employees to fully participate in the organization.

D.8 Promotion
Promotion opportunities at UCLA are encouraged for all employees regardless of disability or covered veteran status and will be based solely on criteria which are made explicit. Promotion policies are administered in compliance with UCLA's policy on nondiscrimination in employment. Promotional opportunities must be posted and announced.

D.9 Transfer
UCLA has an open transfer policy. All staff employees have the opportunity, in accordance with UCLA's policy on nondiscrimination, to apply for transfer and promotional opportunities. All staff employees who have satisfactorily completed their probationary period may apply directly to departments for consideration for positions for which they are qualified. Applications for transfer shall be considered without regard to disability or veteran status.

D.10 Termination
Decisions regarding termination or non-renewal of employment will be made in compliance with UCLA's policy on nondiscrimination in employment.

D.11 Work Conditions
All work conditions will be applied without discrimination and in compliance with UCLA's policy on nondiscrimination in employment.

No one may be given a less desirable assignment than others in the same classification on the basis of disability or veteran status.

D.12 Salary and Merit Increases
UCLA recognizes and adheres to the principle that no discrimination will be shown to any employee with respect to salary.

Merit increases are to be awarded on the basis of individual performance and improvement in performance. No merit increases may be awarded or denied on a discriminatory basis, such as covered disability or veteran status, in accordance with UCLA's policy on nondiscrimination in employment.

It is the policy of the University of California that when offering employment or promotions to disabled individuals and all covered veterans, the amount of compensation offered will not be reduced because of any income based upon 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.

D.13 Leave Policies
Leave policies, either with or without pay, will be applied for all employees in accordance with UCLA's policy on nondiscrimination in employment.

D.14 Reasonable Accommodation
The University will make reasonable accommodations to the known physical or mental limitations of an otherwise qualified individual with a disability or disabled veteran unless it can be demonstrated that undue hardship would be imposed on the conduct of business. In determining the extent of accommodation obligations, the following factors, among others, may be considered:

a) The impact of the accommodation on business operations
b) Financial cost expenses and overall financial resources

UCLA will provide reasonable and appropriate facilities, and/or improve existing facilities, to accommodate disabled persons unless such accommodation would impose undue hardship on the conduct of business.
D.15 Grievance Procedures
UCLA has grievance procedures for staff employees which ensure a fair adjudication of complaints related to conditions of employment. These procedures are described in the various personnel policy manuals and collective bargaining agreements.

A discrimination or harassment complaint may also be brought directly by an employee or applicant to the Staff Affirmative Action Office for resolution.

D.16 Retaliation
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.

D.17 Performance Evaluations
As part of the performance evaluation procedure at UCLA, all supervisors will be evaluated on their performance in the implementation of the Affirmative Action Plan as it applies to their areas of supervision.

D.18 Physical Facilities
Appropriate physical facilities are provided for employees and applicants.

D.19 Retirement and Benefits
Retirement and benefit provisions are administered in accordance with the University’s Nondiscrimination in Employment Policy.
E. REPORTING AND AUDITING

E.1 Records of Individual Personnel Actions
Personnel Action Records are maintained for each career employee, including disabled and covered veteran employees.

E.2 Statistical Records
Periodically, or as required, the Staff Affirmative Action Office will analyze the data maintained in protected applicant and employee records to ensure compliance with nondiscrimination and affirmative action requirements.

E.3 Other Auditing and Review Procedures

a) The Staff Affirmative Action Office (SAAO) will work with Affirmative Action Units in monitoring and advising on compliance with this plan.

b) The SAAO will schedule periodic meetings with Affirmative Action Unit Coordinators and their staff to review their affirmative action initiatives.

c) The Staff Affirmative Action Office will periodically review campus records personnel procedures, and individual actions to ensure compliance with nondiscrimination and affirmative action requirements related to personnel action decisions for employees and applicants. Remedial action will be undertaken as needed.

d) On an on-going basis and prior to job postings, physical or mental job qualification standards are reviewed to ensure that, to the extent qualification standards tend to screen out qualified individuals with disabilities or qualified special disabled veterans, they are job-related for the position in question and are consistent with business necessity.

e) The SAAO will periodically determine whether individuals with known disabilities and individuals who are known covered veterans have had the opportunity to participate in all UCLA sponsored educational, training, recreational and social activities.
F. 2010 STAFF AFFIRMATIVE ACTION PROGRAMMATIC ACTIVITIES

The programmatic activities described in this section are for the period January 1, 2010 - December 31, 2010.

F.1 STAFF OUTREACH PROGRAM

The Staff Outreach Program is an affirmative action programmatic recruitment effort of the Employment Services and Workforce Planning Department of Campus Human Resources.

a. Outreach Activities

Employment Services continued to inform the community of current job openings through its website and it informed 16 agencies, skills centers, and Employment Development Department (EDD) offices of the on-line UCLA Career Opportunities Website where new jobs are posted on a regular basis. Jobs were also posted on the EDD CalJobs website.

Employment Services regularly advertises many UCLA vacancies in trade publications, major daily newspapers and journals to obtain as qualified and diversified a pool as possible. The Internet is also used for advertising and recruiting. Internet sites such as Monster.com and Careerbuilder.com, are the most widely used. In addition, special one-page announcements prepared for specific job openings are sent to specific agencies and professional organizations.

In 2010, Employment Services representatives participated in various campus job fairs such as the NAACP Job Fair, Veterans Job Fairs, and EDD Job Fair.

Campus Human Resources’ Employment Services staff continues to make personal contacts with various community agencies and the offices of various local leaders to cultivate diversified applicant pools.

Employment Services Representatives counsel disabled applicants who request assistance when they come into the employment office, via telephone, or by e-mail.

F.2 CHANCELLOR’S ADA & 504 COMPLIANCE OFFICE

The Chancellor’s ADA & 504 Compliance Office was created in 1986. Its duties were expanded in January 1992 to include coordination of and compliance with both the Americans with Disabilities Act of 1990 (ADA) and Section 504 of the Rehabilitation Act of 1973, as amended.

a. Responsibilities

Coordinate, monitor, and evaluate campus compliance with requirements of the Americans with Disabilities Act of 1990 (ADA) and Section 504 of the Rehabilitation Act of 1973, as amended, including the Division of the State Architect’s (DSA) accessibility standards contained in Title 24 of the California Code of Regulations (CCR), the Uniform Federal Accessibility Standards (UFAS), and the Americans with Disabilities Act Accessibility Guidelines (ADAAG);

Coordinate efforts to provide individuals with disabilities access to campus programs and facilities;

Develop procedures to identify and correct access problems;

Field complaints alleging campus noncompliance with the ADA and Section 504;

Advise the campus community regarding compliance-related issues and other matters of concern, and recommend appropriate corrective action; and

Coordinate the execution and implementation of the campus 1992 ADA Transition Plan. In the course of carrying out this charge, the ADA & 504 Compliance Office works closely with campus organizations and departments such as Facilities Management; Capital Programs; Parking Services; Campus Counsel; Housing; and Associated Students, UCLA (ASUCLA) to effect general access improvements to campus programs, activities, services, and facilities.
b. 2010 Programmatic Activities

Assisted campus entities to identify administrative methods of providing program access in lieu of architectural modifications;

Conducted ongoing follow-up with campus entities regarding implementation of the necessary structural changes enumerated in the ADA Transition Plan and Section 504;

Provided guidance to campus entities regarding needed reasonable modifications to services, policies and practices;

Supported monthly meetings of the UCLA Committee on Disability (UCOD). This group includes both disabled and non-disabled representatives from faculty, staff, students, alumni, and the community. Topics that were addressed ranged from architectural barrier removal, accessible parking, employment reasonable accommodation, student services, program access, and other disability-related issues.
G. 2011 STAFF AFFIRMATIVE ACTION PROGRAMMATIC GOALS

G.1 STAFF OUTREACH PROGRAM

Goals for 2011 for the Employment Services Division of the Campus Human Resources Department include the following:

Continue to inform the community of current job openings;

Continue to post job openings on the EDD CalJobs website;

Regularly advertise UCLA vacancies in trade publications, major daily newspapers and journals; continue using the Internet for advertising and recruiting;

Continue to participate in campus and diversity job fairs;

Continue to advertise UCLA job openings on the UCLA Careers Website;

Make personal contacts with various community agencies and the offices of various leaders to cultivate diversified applicant pools; and

Continue to counsel disabled applicants, or covered veterans who visit or call the Employment Services Office.

G.2 CHANCELLOR’S ADA & 504 COMPLIANCE OFFICE

Monitor and help facilitate the expeditious removal of barriers to campus accessibility through the exploration of alternative revenue sources;

Collaborate with Capital Programs to maximize the inclusion of accessibility features as mandated by the ADA and Section 504;

Serve as a resource to campus entities in their efforts to provide program access, academic adjustments, reasonable accommodations, and appropriate modifications in services, policies, and practices consistent with Section 504 and Titles I & II of the ADA; conduct ongoing reviews of architectural plans for new construction and major renovations under the auspices of Capital Programs and Facilities Management;

Conduct ongoing reviews of plans and construction for minor projects under the auspices of Facilities Management; and

Develop and conduct training on ADA and 504 provisions for key campus entities.
UCLA Staff Affirmative Action Plan for Persons with Disabilities and All Covered Veterans

APPENDIX A

UCLA AFFIRMATIVE ACTION ORGANIZATIONAL CHART

Gene D. Block
CHANCELLOR

Scott Waugh
Executive Vice Chancellor and Provost

Christine Littleton
Vice Provost
Faculty Diversity, Development

Academic Senate EEO/Diversity
Eight Members Including Seven Senate Members and Non-Senate Member

Sam Morabito
Administrative Vice Chancellor
Administration

Lubbe Levin
Associate Vice Chancellor
Campus Human Resources

Linda Avila
Director
Staff Affirmative Action Office
UCLA STAFF AFFIRMATIVE ACTION OFFICE ORGANIZATIONAL CHART

- **Linda Avila**
  - Director/Staff Affirmative Action Officer

- **Charlotte Dunklin**
  - Associate Director

- **Lee Walton**
  - Senior AA/EEO Consultant
  - Diversity Trainer

- **Teresa Djedjro**
  - Administrative Manager

- **Michael Clark**
  - Principal AA/EEO Consultant

- **Olga Lavinthal**
  - AA Statistician

- **Vacant**
  - AA/EEO Assistant