

**UNIVERSITY OF CALIFORNIA, SAN FRANCISCO**

**AFFIRMATIVE ACTION PLAN**

**January 1, 2009 through December 31, 2009**



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## 1. INTRODUCTION

The University of California, San Francisco (UCSF) is one of the ten campuses of the University of California and the only one devoted solely to the health sciences.

Its mission is fourfold: patient care, education, health sciences research and public service.

To fulfill its mission, UCSF conducts multi-disciplinary instruction, research, and patient-care programs through its Schools of Dentistry, Medicine, Nursing, and Pharmacy; a Graduate Division in the basic biological, social, and behavioral sciences; three hospitals (Herbert C. Moffitt Hospital, Joseph M. Long Hospital and Mt. Zion Medical Center); a psychiatric patient-care, research, and teaching institute (Langley Porter Psychiatric Institute), and one of the largest ambulatory care programs located in California. Major affiliated programs are located at San Francisco General Hospital Medical Center and the San Francisco Veterans Administration Medical Center. There are some 600 other affiliated and associated UCSF programs throughout the state.

### 1.1. Purpose and Scope of UCSF's Affirmative Action Plan

UCSF's Affirmative Action Plan serves as a working document to ensure that all persons are afforded equal access to UCSF's employment opportunities, and represents the campus's framework for the implementation of an affirmative approach designed to insure diversity in the University's workforce in a manner that reflects the diversity in the labor force and the community. Where appropriate, employment goals have been identified to increase the representation of Blacks, Asians/Pacific Islanders, Hispanics, American Indians/ Alaskan Natives, and women in those segments of the workforce where they are underutilized. This plan is embraced by the University's Strategic Plan (see 8.1).

The Plan describes the hierarchy of responsibility for affirmative action at UCSF, the mechanisms that exist for full campus participation in UCSF's affirmative action programs and activities, relevant personnel policies and procedures, mechanisms for monitoring, reporting, and evaluating affirmative actions progress, and special programs developed to increase the presence and retention of groups historically underutilized in UCSF's workforce.

UCSF is subject to and must address a variety of Federal laws, regulations, and guidelines regarding equal employment opportunity and affirmative action. The technical, legal, and

statistical aspects of this Plan, however, all have a common purpose--to allow us to identify properly three key concepts:

- i. Where we stand now,
- ii. Where we must go, and
- iii. How best to get there.

This Affirmative Action Plan has been adopted in conformance with Executive Order 11246, as amended, and its implementing regulations. The Plan is designed to cover the reporting period January 1, 2009 through December 31, 2009.

## **1.2. History**

In 1868 the California Legislature founded the University of California under the provisions of the Morrill Land Grant College Act of 1862. From its inception in 1864 when Dr. Hugh H. Toland started his medical college in San Francisco to the present, UCSF has grown from a small medical college to one of the nation's major health science centers. In 1873, a major goal of the university was accomplished when both Toland Medical College and the year-old California College of Pharmacy agreed to affiliate with the University, thus establishing a health sciences campus in San Francisco, the second oldest campus in the University of California system (after Berkeley). Schools of Dentistry and Nursing were added in 1881 and 1907, respectively.

When the 1906 earthquake and fire devastated San Francisco, Golden Gate Park became a refuge for the homeless and injured, prompting the Affiliated Colleges to turn part of the School of Medicine building into a makeshift hospital. Patient care has been a significant part of the campus ever since.

After World War II, the basic health science departments, which had been transferred to Berkeley in 1906, were returned to San Francisco. This consolidation permitted full integration of the basic sciences into a program of biomedical research and its application to academic and professional instruction. For more than a century UCSF has educated dentists, nurses, pharmacists, physicians, and allied health professionals for service throughout California, the nation, and the world.

In the 1960's and 1970's, the campus responded to the need to increase the number of professional students in almost every health science category. New graduate programs were approved, research trainee programs multiplied, and training in allied health professions expanded to meet expressed public demand for these services. In recognition of its achievements, in 1970 the campus was named the University of California, San Francisco and became the only health sciences campus in the nine-campus UC system, and one of the largest and most modern health sciences teaching facilities on the West Coast.

Today, UCSF's reputation is hard to match: peers rank the School of Medicine as one of the top ten in the country, and the Schools of Nursing and Pharmacy as number one in their respective fields. The School of Dentistry is recognized nationally for its high quality clinical training and top-ranked continuing education program. UCSF graduate programs in the basic and behavioral sciences attract students from around the world.

There are many doctors, nurses, technicians, researchers and support staff who have promoted, enabled, or accomplished good and often great deeds of services for the UCSF and larger communities. UCSF's employees have received many honors and awards not the least of which was the bestowal of the Nobel Prize in Medicine, December 10, 1989, shared by Doctors Michael Bishop and Harold Varmus, both of UCSF's Department of Microbiology and Immunology. In October 1997, Stanley Prusiner was awarded the Nobel Prize in medicine.

### **1.3. Physical Layout**

In 1895 the state allotted money for a building to house the Affiliated Colleges, as they were called, on Parnassus Heights, and 13 acres of land were donated by Adolph Sutro. Growth of the UCSF physical plant on the Parnassus Heights site (University of California Hospital, Langley Porter Psychiatric Institute, the Clinics Building, Guy S. Millberry Union, Health Sciences East and West, School of Nursing, Ambulatory Care Center, School of Dentistry, Joseph M. Long Hospital, and Herbert C. Moffitt Hospital) occurred slowly with the burgeoning of UCSF's programs and activities.

Today, the Parnassus campus approaches four million square feet of instructional, research, patient care, and support facilities. A mandated ceiling on the size of the Parnassus campus has led UCSF to acquire sites through decentralization and formal affiliations. Notably, UCSF currently has significant operations disbursed throughout San Francisco and the greater Bay Area, including clinical and research facilities as well as administrative functions. Today more than one-third of the campus' faculty and staff spend their working hours far from the 106-acre main campus at Parnassus Heights.

### **1.4. Statistical Profile**

UCSF is now a one-billion dollar biomedical and research institution. Its funds come from a variety of sources: the Federal government contributes 18%; private sources, 11%; local governments, 4%; tuition & fees, 1%; auxiliary enterprises, 1%; sales & service of educational activities, 4%; sales & service of teaching hospitals, 49%; State of California, 10%; and other sources, 2%.

As of Fall 2008, UCSF enrolled 3,030 students in its undergraduate professional, graduate academic and professional, and postgraduate programs. Of these students, 64.5% were women and 43.8% were minorities.

In October 2008 there were 16,778 career employees. Of these, 64% were women and 51% were minorities.

As the major referral center for specialized patient care in Northern California, a magnet for students, scholars, and researchers from all over the world, the second largest employer in San Francisco, and an important source of education and jobs for women and under represented minorities, UCSF has a direct or indirect impact on the health and well-being of every person who lives in the state.

### **1.5. University Governance**

The University of California is governed by The Board of Regents, through the corporate chief executive officer, the President. Most of the daily operations are decentralized to the campus level, however, and each campus has a Chancellor serving as executive officer. Directly reporting to the Chancellor of the San Francisco campus are: the Executive Vice Chancellor and Provost, who oversees all research matters and who is the chief academic officer for the campus; the Vice Chancellor for Administration & Finance, who oversees all non-academic operational activities; the Vice Chancellor University Advancement and Planning, who coordinates all campus-wide activities related to growth and development of the university; the Director of the Institute for Biomedical Research; each of the Deans of the four academic Schools (Dentistry, Medicine, Nursing, Pharmacy). The Dean of the Graduate Division reports to the Executive Vice Chancellor and Provost.

In addition to the direct administrative reporting outlined above, two groups on campus play an integral role in its activities and have direct access to the Chancellor. First, the core groups of faculty within the University are members of the Academic Senate, an independently governed group that sets and maintains academic standards. Second, the professional Medical Staff of the Medical Center is an independent group that maintains medical standards and practices for patient care.

### **1.6. History of Affirmative Action at UCSF**

The University of California, San Francisco has historically pursued a policy of nondiscrimination in all of its operations. Experience has proven that this policy, while essential, is not alone sufficient to assure that all individuals will have an equal opportunity to participate in UCSF's programs and activities. Experience has demonstrated the effectiveness of affirmative action efforts by the campus to extend opportunities to groups which have been disadvantaged in the past. Progress has been made in increasing minority and female representation in many segments of the campus workforce, such that as of October 2008 minorities (Blacks, Asians/Pacific Islanders, Hispanics, and American Indians/Alaskan Natives) comprised 51.3% of the total campus workforce and women comprised 64.1%.

In July 1996, The Regents approved a resolution (SP-2) which mandated that UC not use race, religion, sex, color, ethnicity, or national origin as criteria in its employment and contracting practices. A condition of the resolution, however, states, "Nothing in Section 1 shall prohibit any action which is strictly necessary to establish or maintain eligibility for any federal or state program, where ineligibility would result in a loss of federal or state funds to the University."

Due to The Regent's Resolution SP-2, which became effective January 1, 1996, UCSF made technical revisions to its policies on nondiscrimination and affirmative action. However, SP-2 was rescinded by the Regents on May 16, 2001. In order to ensure compliance with the state and federal regulations, the University has revised or strengthened its employment policies, programs and practices. Under Executive Order 11246, federal contractors are required to prohibit discrimination based on race, color, religion, sex, or national origin, and to promote equal opportunity through affirmative action. As a federal contractor, the University continues to develop and implement affirmative action programs for women and minorities, persons with disabilities, and covered veterans.

In November 1996, the citizens of California voted for the passage of Proposition 209, the "California Civil Rights Initiative." This proposition, which contained similar language to the Regents' resolution applies to all city, county, and state public agencies, including the University of California. Now in effect, as Section 31 of Article I of the California Constitution, the law applies to the university to the extent that it does not jeopardize federal funding. Modifications have been made to the Affirmative Action Plan and to the applicable programs to comply with both State and Federal regulations.

## 2. STATEMENT OF POLICY

UCSF reaffirms its commitment to nondiscrimination and affirmative action in employment. It is the policy of the University of California, San Francisco to provide equal employment opportunities to all individuals without regard to race, color, religion, marital status, national origin, ancestry, sex, sexual orientation, gender identity, physical or mental disability, medical condition (cancer-related or genetic characteristics), pregnancy, age (over 40), citizenship, or service in the uniformed services (as defined by the Uniformed Services Employment and Reemployment Rights Act of 1994).<sup>1</sup>

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.

UCSF employees or applicants for employment shall be treated equitably and fairly in all matters related to employment, including recruitment, appointment, transfer, promotion, reclassification, separation, compensation, benefits, training and education, and social and recreational programs. No employee or applicant for employment shall be discriminated against, harassed, or differentially treated on the basis of race, color, religion, marital status, national origin, ancestry, sex, sexual orientation, gender identity, physical or mental disability, medical condition (cancer-related or genetic characteristics), pregnancy, age (over 40), citizenship, or service in the uniformed services (as defined by the Uniformed Services Employment and Reemployment Rights Act of 1994).

In conformance with applicable laws and regulations it is the policy of UCSF to undertake affirmative action for underutilized minorities, women, persons with disabilities, and covered veterans<sup>2</sup> to insure 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.

This policy is not new to UCSF, but its restatement coincides with the announcement of revised methods which have been adopted for its effective implementation. These methods

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<sup>1</sup> Service in the uniformed services includes membership, application for membership, performance of service, application for service, or obligation for service in the uniformed services.

<sup>2</sup> 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

and procedures are set forth in UCSF's Affirmative Action Plan which addresses our commitment to increase the numbers of minorities and women in those areas where underutilization currently exists, and also identifies positive steps to assure that all individuals have equal opportunity for employment and career growth at UCSF.

It must be emphasized that the purpose of this policy and our revised Affirmative Action Plan is to recognize that mere opposition to employment discrimination is not enough. Commitment and effort are required to achieve a diverse work environment that is free of discrimination.

A system to monitor results achieved under UCSF's Affirmative Action Plan has been established, and responsibility for its continuing development, implementation, and evaluation has been assigned to Mr. Michael Adams, Director, Affirmative Action, Equal Opportunity & Diversity at UCSF. The plan will be updated and revised at least annually.

Your full cooperation and assistance is expected. Anyone having questions about UCSF's affirmative action/nondiscrimination policy or its implementation should contact:

Mr. Michael Adams  
Director  
Affirmative Action, Equal Opportunity & Diversity  
University of California, San Francisco  
San Francisco, California 94143-0988  
(415) 476-4752

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Susan Desmond-Hellmann, M.D., M.P.H.  
Chancellor

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Date

### 3. DISSEMINATION OF POLICY

UCSF has identified the following steps to assure effective internal and external communication of its affirmative action/nondiscrimination policies and procedures:

#### 3.1. Internal Dissemination

In addition to distributing information on applicable affirmative action/nondiscrimination policies to faculty, administrators, and staff, including supervisory personnel, through the UCSF Policy and Procedure manual; the Academic Personnel manual; Personnel Policies for Staff Members manual; and applicable collective bargaining agreements, UCSF undertakes a variety of activities to disseminate its affirmative action objectives:

1. UCSF includes its affirmative action/nondiscrimination policies in appropriate in-house publications such as Human Resources Update, Synapse, The UCSF Journal, and the UCSF website.

Responsible Personnel: Director--Affirmative Action, Equal Opportunity & Diversity  
Director--Public Affairs

2. UCSF conducts special meetings with deans, department chairpersons and managers, vice chancellors, and supervisory personnel annually to explain the intent of the campus's Affirmative Action Plan and individual responsibilities for implementation.

Responsible Personnel: Executive Vice Chancellor and Provost  
Director --Human Resources  
Director--Affirmative Action, Equal Opportunity & Diversity

3. UCSF conducts formal and informal discussions with employees to review the Plan and to explain individual responsibilities.

Responsible Personnel: Director--Affirmative Action, Equal Opportunity & Diversity  
Department Chairpersons and Managers

4. UCSF's affirmative action/nondiscrimination policies are discussed in management and supervisory training programs.

Responsible Personnel: Executive Vice Chancellor and Provost  
Director --Human Resources

5. State or Federal equal employment opportunity posters are displayed on general-purpose bulletin boards and in other areas designated for general information and are also distributed through the mail to various campus departments.

Responsible Personnel: Director --Human Resources  
Department Chairpersons and Managers

6. Men and women, minority and non-minority are featured in UCSF publications.

Responsible Personnel: Director--Public Affairs  
Department Chairpersons and Managers

7. UCSF will communicate to all employees the existence of its Affirmative Action Plan and will make available such elements that are of interest.

Responsible Personnel: Director--Affirmative Action, Equal  
Opportunity & Diversity  
Department Chairperson and Managers

### **3.2. External Dissemination**

1. All recruitment sources are informed orally and in writing that UCSF is an affirmative action/equal opportunity employer.

Responsible Personnel: Executive Vice Chancellor and Provost  
Director --Human Resources

2. All recruitment sources are encouraged to refer all qualified individuals, including minorities and women to UCSF, and UCSF's affirmative action/nondiscrimination policy is included in all recruitment materials and general information publications made available to applicants, beneficiaries, and the general public.

Responsible Personnel: Director--Public Affairs  
Director --Human Resources

3. In accordance with 41 CFR ¶ 60-1.4 (b), the clause, "UCSF is an Affirmative Action/Equal Opportunity Employer" is included in all UCSF purchase orders, leases, and contractual agreements. Pursuant to 41 CFR ¶ 60-1.4 (c), we include the equal opportunity clause set forth in 41 CFR ¶ 60.4 (a) in all non-exempt subcontracts.

Responsible Personnel: Asst. Vice Chancellor--Finance  
Director--Affirmative Action, Equal  
Opportunity & Diversity

4. UCSF has assured that affirmative action/nondiscrimination policies are included in collective bargaining agreements entered into pursuant to the Higher Education Employee Relations Act (HEERA), and has exercised its best efforts to assure that all contractual provisions are nondiscriminatory.

Responsible Personnel: Director --Human Resources

### **3.3. Technical Phases of Compliance**

Federal and state EEO posters are displayed; suppliers of goods and services are notified of UCSF's affirmative action/nondiscrimination policies; and UCSF job application forms and their retention comply with federal regulations and University policies.

## **4. ASSIGNMENT OF RESPONSIBILITIES**

### **4.1. The Chancellor**

As the chief executive officer for the campus, the Chancellor of UCSF assumes final implementation and monitoring responsibility for the Affirmative Action Plan, subject to authority of the President of the University of California, and its governing body, The Board of Regents. Additionally, the Chancellor:

1. Designates appropriate personnel with responsibilities for overseeing, administering, implementing, and monitoring UCSF's Affirmative Action Plan, and ensures that these individuals are identified in writing, by name and job title.
2. Makes efforts to ensure that designated individuals responsible for administering Affirmative Action Plan components are given the necessary authority, top management support, and staffing to carry out their assigned responsibilities.
3. Imparts personal direction to ensure continued management support for UCSF's affirmative action/nondiscrimination programs and activities.

### **4.2. Director--Affirmative Action, Equal Opportunity & Diversity**

Responsibility and authority for coordination, monitoring, and evaluation of UCSF affirmative action programs, policies, and procedures for academic, management, and human resources have been assigned to the Director--Affirmative Action, Equal Opportunity & Diversity, whose responsibilities include, but are not limited to:

1. Developing and updating on a regular basis an Affirmative Action Plan consistent with applicable laws and regulations and University policies.
2. Designing and implementing audit and reporting systems that will:
  - (a) measure the effectiveness of UCSF's affirmative action/nondiscrimination programs and activities;
  - (b) indicate the need for remedial action;
  - (c) establish goals where underutilization has been identified, and determine the degree to which they have been attained.

3. Providing staff assistance to the Chancellor through independent review of, and recommending a course of action for, all complaints of discrimination, formal and informal, internal and external.
4. Serving as non-legal liaison to enforcement agencies by providing background materials, arranging interviews, and interpreting UCSF's policies and procedures.
5. Assisting line management in the identification and resolution of problem areas.
6. Reviewing current and proposed personnel policies and procedures for compliance with affirmative action/nondiscrimination requirements, and assisting in the development of policies and procedures that will enhance achievement of affirmative action goals.
7. Serving as liaison between UCSF and other University offices, other campuses, local, state, and Federal agencies, campus and community minority and women's organizations, and community action organizations concerned with employment opportunities of minorities and women.
8. Reporting regularly on the status of UCSF's Affirmative Action Plan to the Chancellor, and providing recommendations based on analysis of action-oriented programs and relevant data.
9. Conducting special meetings with appropriate administrative personnel to explain the intent of UCSF's Affirmative Action Plan and individual responsibilities for implementation.
10. Keeping management informed of the latest developments by assuring communication of changes in affirmative action/nondiscrimination laws, regulations, and court decisions, University policies and procedures, and Plan results.
11. Providing informal and formal meetings, conferences, workshops, seminars, or individual or group sessions, as appropriate, to communicate information regarding legal requirements, components of the Affirmative Action Plan, and any problems encountered in implementing it.
12. Publicizing UCSF's affirmative action/nondiscrimination policies and programs in appropriate internal and external media.

### **4.3. The Executive Vice Chancellor and Provost**

Responsibility and authority for assuring that effective campus-wide affirmative action/nondiscrimination programs and activities are developed and administered for academic personnel have been assigned by the Chancellor to the Executive Vice Chancellor and Provost. The Executive Vice Chancellor and Provost, in consultation with the deans, directors, members of the Academic Senate, the Director--Affirmative Action, Equal Opportunity & Diversity, the Director of Academic Diversity, and appropriate committees, is responsible for:

1. Establishing and administering academic recruitment, appointment, promotion, merit, appraisal, leave, development, grievance, compensation, benefit, and separation procedures in conformance with applicable University policies, legal requirements, and appropriate components of this Plan.
2. Collecting academic personnel action data and reviewing, monitoring, and periodically auditing academic recruitment, appointments, promotions, merits, appraisals, leaves, participation in development programs, compensation, benefits, and separations for conformance with applicable policies and procedures and for the emergence of any patterns which may impede the attainment of affirmative action goals.
3. Assuring that academic personnel actions are made without regard to race, color, religion, marital status, national origin, ancestry, sex, sexual orientation, gender identity, physical or mental disability, medical condition, pregnancy, covered veteran status, or within the limits imposed by law or University regulations, because of age or citizenship, of employees or applicants for employment.
4. Reviewing current and proposed academic personnel policies and procedures for compliance with affirmative action/nondiscrimination requirements and developing policies and procedures that will enhance achievement of affirmative action goals.
5. Conducting special meetings with appropriate academic administrative personnel to explain the intent of UCSF's Affirmative Action Plan and individual responsibilities for implementation.
6. Conducting informal and formal discussions with academic employees to review the Plan and to explain individual employee responsibilities.
7. Coordinating faculty development programs to provide opportunities for academic employees to strengthen scholarship and research efforts.

8. Encouraging the application, consideration, appointment, and promotion of qualified minorities and women by:
  - (a) Posting and circulating vacancy announcements within the campus and University community.
  - (b) Aiding in the identification of recruitment/referral sources which will assist in the development of diverse applicant pools.
  - (c) Assuring that criteria for appointment and promotion are limited to those required to perform the duties of the position, and are reasonably explicit.
  - (d) Making a good faith effort to assure a diversity of input in the appointment of review committees.
  - (e) Assuring that the overall recruitment process facilitates the attainment of affirmative action goals and objectives and that selection processes assure equality of opportunity.
  - (f) Assuring that candidates are selected who possess the qualifications to most effectively perform the duties of the position.
9. Assuring that UCSF's affirmative action/nondiscrimination policies are discussed in orientation programs for new academic employees, and in appropriate faculty development programs.
10. Assuring that recruitment sources are informed orally and in writing that UCSF is an affirmative action/equal opportunity employer; that the clause, "UCSF is an Affirmative Action/Equal Opportunity Employer" is included in all academic position announcements and in all recruitment advertising; and that all recruitment sources are encouraged to refer all potentially qualified individuals, including qualified minorities and women, to vacant academic positions.
11. Assuring that UCSF's affirmative action/nondiscrimination policy statements are included in brochures given to candidates for academic positions and to recruitment sources.

#### **4.4. Senior Management Group (SMG) Coordinator**

Responsibility and authority for assuring that effective campus-wide affirmative action/nondiscrimination programs and activities are developed and administered for the central administrative Units have been assigned to the SMG Coordinator. The SMG Coordinator, in consultation with the deans, vice chancellors, Medical Center CEO, and the Director--Affirmative Action, Equal Opportunity & Diversity, is responsible for:

1. Establishing and administering Senior Management Group promotion, reclassification, merit, development, compensation, benefit, and separation procedures in conformance with applicable University policies, legal requirements, and appropriate components of this Plan.
2. Directing the collection of Senior Management Group personnel action data, and reviewing, monitoring, and periodically auditing recruitment, hires, promotions, transfers, reclassifications, merits, and separations for conformance with applicable policies and procedures and for the emergence of any patterns which may impede the attainment of campus affirmative action goals.
3. Assuring that Senior Management Group personnel actions for employees or applicants for employment are made without regard to race, color, religion, marital status, national origin, ancestry, sex, sexual orientation, gender identity, physical or mental disability, medical condition (cancer-related or genetic characteristics), pregnancy, covered veteran status, or within the limits imposed by law or University regulations, because of age or citizenship.
4. Assuring that UCSF's affirmative action/nondiscrimination policies are discussed in orientation programs for new Senior Management Group personnel, and in appropriate management development programs.
5. Assuring that recruitment sources are informed orally and in writing that UCSF is an affirmative action, equal opportunity employer; that the clause, "UCSF is an Affirmative Action/Equal Opportunity Employer" is included in all Senior Management Group program position announcements and in all recruitment advertising; and that all recruitment sources are encouraged to refer all potentially qualified individuals, including minorities and women, to vacant Senior Management Group positions.
6. Assuring that UCSF's affirmative action/nondiscrimination policy statements are included in brochures given to Senior Management Group applicants and to recruitment sources.

#### 4.5. The Director--Human Resources

Responsibility and authority for assuring that effective, campus-wide affirmative action/nondiscrimination programs and activities are developed and administered for human resources have been assigned by the Chancellor to the Director--Human Resources.

The Director--Human Resources in consultation with the Director--Affirmative Action, Equal Opportunity & Diversity, is responsible for:

1. Establishing and administering staff recruitment, selection, promotion, transfer, reclassification, merit, evaluation, corrective action, development and training, grievance, compensation, and separation procedures in conformance with applicable University policies, legal requirements, and appropriate components of this Plan.
2. Collecting human resources action data, and reviewing, monitoring, and periodically auditing recruitment, hires, promotions, transfers, reclassifications, merit increases, disciplinary actions, grievances, participation in development and training programs, compensation, and separations for conformance with applicable human resources policies, and for the emergence of any patterns which may impede the attainment of campus affirmative action goals.
3. Reviewing current and proposed human resources policies and procedures for compliance with affirmative action/ nondiscrimination requirements and advocating the development of policies and procedures that will enhance achievement of affirmative action goals.
4. Formulating and implementing campus-wide labor relations policies and procedures for human resources in compliance with the Higher Education Employee Relations Act (HEERA). Assuring that collective bargaining agreements and their implementation are developed and carried out in conformance with applicable University policies, legal requirements, and appropriate portions of this Plan.
5. Conducting special meetings with appropriate administrative, managerial, and supervisory personnel to explain the intent of UCSF's Affirmative Action Plan and individual responsibilities for implementation.
6. Conducting informal and formal meetings with staff employees to review the Plan and to explain individual employee responsibilities.

7. Establishing and conducting development and training programs which provide opportunities for employees to upgrade present skills and to develop new skills.
8. Developing a file of current employees, including minorities and women, who have indicated an interest in promotion or transfer opportunities.
9. Assuring that UCSF's affirmative action/nondiscrimination policies are discussed in orientation programs for new staff employees, and in appropriate staff development and training programs.
10. Assuring that recruitment sources are informed orally and in writing that UCSF is an affirmative action/equal opportunity employer; that the clause, "UCSF is an Affirmative Action/Equal Opportunity Employer" is included in all staff position announcements and in all recruitment advertising; and that all recruitment sources are encouraged to refer all potentially qualified individuals, including minorities and women, to vacant staff positions.
12. Assuring that UCSF's affirmative action/nondiscrimination policy statements are included in brochures given to applicants for staff positions and to recruitment sources.

#### **4.6. Vice Chancellors, Deans, Directors and CEO of the Medical Center**

Responsibilities of the Vice Chancellors, Deans, and Directors for administering and implementing the Affirmative Action Plan include:

1. Assisting the Office of Affirmative Action, Equal Opportunity & Diversity in the development and monitoring of goal achievement in their respective divisions.
2. Communicating procedures designed to implement goals to appropriate internal and external audiences.
3. Developing and implementing reporting procedures to document efforts required by this Affirmative Action Plan.
4. Informing appropriate administrative officials in their respective units of their roles and responsibilities for implementing Affirmative Action Plan components and evaluating and providing feedback on their efforts.

5. Encouraging the application, consideration, selection, promotion, or transfer of qualified minorities and women by:
  - (a) Assuring that, where external employment services are utilized to identify candidates for vacant positions, such firms are used to augment existing recruitment procedures and are carefully evaluated for their compliance with affirmative action/nondiscrimination regulations.
  - (b) Making a good faith effort to assure a diversity of input in the appointment of review committees.
  - (c) Assuring that applicants are selected who possess the qualifications to perform the duties of the position most effectively, and that the selection process facilitates the attainment of affirmative action goals and objectives and that selection processes assure equality of opportunity.
6. Assuring that recruitment sources are informed orally and in writing that UCSF is an affirmative action/equal opportunity employer; that the clause, "UCSF is an Affirmative Action/Equal Opportunity Employer" is included in all staff position announcements and in all recruitment advertising; and that all recruitment sources are encouraged to refer all potentially qualified individuals, including minorities and women, to vacant staff positions.
7. Assuring that personnel decisions regarding employees or applicants for employment are made without regard to race, color, religion, marital status, national origin, ancestry, sex, sexual orientation, gender identity, physical or mental disability, medical condition (cancer-related or genetic characteristics), pregnancy, age (over 40), citizenship, and covered veterans.
8. Refraining from and acting to prevent reprisals against any employee or group of employees who may file a complaint of discrimination.
9. Referring notification of activities initiated by enforcement agencies to the Office of Affirmative Action, Equal Opportunity & Diversity for disposition.

#### **4.7. Department Chairpersons and Managers**

UCSF department chairpersons and managers are responsible for the implementation of UCSF's affirmative action/nondiscrimination policies and programs in their units. This includes initiating and supporting programs, practices, and activities designed to develop understanding and acceptance of, commitment to, and compliance with the Affirmative Action Plan and applicable University policies and procedures. These responsibilities include:

1. Complying with all legal requirements and applicable University policies and procedures for recruitment, selection, promotion, transfer, reclassification, evaluation or appraisal, merit increases, disciplinary action, selection for development and training, and separation.
2. Making certain that individuals in his/her department who make or recommend employment and other personnel decisions are fully aware of and comply with this Plan and applicable University policies and procedures.
3. Notifying applicants and referral sources that UCSF is an affirmative action/equal opportunity employer, and assuring that the clause, "UCSF is an Affirmative Action/Equal Opportunity Employer" is included in all vacancy announcements and recruitment advertising.
4. Taking affirmative steps to encourage the application, consideration, selection, promotion, or transfer of qualified minorities and women by:
  - (a) Posting and circulating academic, management, and staff vacancies within the department.
  - (b) Identifying recruitment/referral sources which will aid in the development of diverse applicant pools.
  - (c) Assuring that criteria for selection and advancement are limited to those required to perform the duties of the position, and are reasonably explicit.
  - (d) Making a good faith effort to assure a diversity of input in the appointment of review committees.
  - (e) Assuring that, where hiring goals have been established to increase the representation of minorities and women, they are explicitly identified to all personnel responsible for recruitment and selection.

- (f) Assuring that applicants are selected who possess the qualifications to perform the duties of the position most effectively, that the selection process facilitates attainment of affirmative action goals and objectives, and that all selection processes assure equality of opportunity.
- 5. Refraining from and acting to prevent reprisals against any employee or group of employees who may file a complaint of discrimination.
- 6. Assisting in the identification of problem areas and monitoring goal achievement.
- 7. Auditing recruitment, selections, promotions, transfers, reclassification, merits, disciplinary actions, participation in development and training activities, and separations for the emergence of any patterns within the department which may impede the attainment of affirmative action goals and taking the necessary corrective actions to address any problems.
- 8. Conducting regular discussions with departmental supervisors and employees regarding UCSF's Affirmative Action Plan and applicable University policies to be sure UCSF's affirmative action/equal opportunity policies and objectives are understood and that supervisors understand their responsibility to provide good faith efforts in support of those objectives.
- 9. Reviewing the qualifications of all departmental employees to ensure that qualified individuals, including minorities and women, are given full opportunities for promotion and transfer.
- 10. Displaying state or Federal equal employment opportunity posters in central locations and/or on general purpose bulletin boards.
- 11. Picturing men and women, minority and non-minority, in departmentally produced brochures, publications, and web site resources, and assuring that UCSF's affirmative action/nondiscrimination policy statements are included in brochures given to applicants and recruiting sources.
- 12. Assuring that departmental facilities maintained for the use and benefit of employees are desegregated both in policy and in use, and that facilities such as locker rooms and rest rooms are comparable for men and women.

13. Affording all employees, including minority and women employees, equal opportunity to participate in University sponsored educational, training, recreational, and social activities.
14. Including in the evaluations of those employees with authority for personnel actions, both their efforts and the results of those efforts with respect to achievement of affirmative action goals and promoting equal opportunity.

#### **4.8. Supervisory Personnel**

Supervisory personnel are responsible for making good faith efforts to maintain effective working relationships, and implementing personnel actions according to University policies and procedures for recruitment, selection, promotion, transfer, reclassification, evaluation, merit increase, disciplinary action, selection for development and training, and separation. Within this context, supervisors are responsible for encouraging and demonstrating an enlightened interest in the participation of all groups, including minorities and women, at rates comparable to their availability. Responsibilities include, but are not limited to:

1. Becoming familiar with and implementing fully UCSF's affirmative action/non-discrimination policies, procedures, and programs.
2. Making an effort to create and maintain an atmosphere within the work unit which facilitates cooperation and rapport among individual employee groups of any composition.
3. Assuring that personnel actions are made in conformance with applicable affirmative action/nondiscrimination policies.
4. Refraining from and acting to prevent reprisals against any employee or group of employees who may file a complaint of discrimination.
5. Assisting in the identification of problem areas and providing appropriate assistance which may be needed to implement departmental affirmative action goals.

**4.9. Individual Employees, Committees and Councils, Professional Groups, and Recognized University Organizations**

It shall be the responsibility of these groups and individuals to lend their collective and individual support to the Affirmative Action Plan by:

1. Assisting in communicating the University's affirmative action/non-discrimination policies to their constituents within and external to UCSF.
2. Encouraging the application of all qualified individuals, including minorities and women, for positions for which they may qualify.
3. Being sensitive to the employment needs and concerns of all employees, including minorities and women.
4. Communicating to line management and/or the Office of Affirmative Action, Equal Opportunity & Diversity any concerns or issues related to UCSF's Affirmative Action Plan.

## 5. UTILIZATION ANALYSES

Detailed descriptions of UCSF's workforce analysis, job groups, availability data and two-factor analyses, and utilization and goals for academic and staff job groups are contained in the Appendices of this Plan. These analyses allow UCSF to monitor its workforce makeup, identify utilization of persons within job groups, and establish appropriate goals where underutilization of protected groups is identified.

These analyses are designed to assist the University in identifying appropriate actions which would alleviate potential problems and assist in implementing our affirmative action/nondiscrimination policies. These analyses utilize 2000 census data on race and sex.

## 6. IDENTIFICATION OF PROBLEM AREAS

A large portion of the success of UCSF's affirmative action programs and activities depends on management's ability to monitor and evaluate the impact of personnel actions on the goals and policies contained in UCSF's Affirmative Action Plan. For this reason, UCSF, through the Office of Affirmative Action, Equal Opportunity & Diversity, and with the cooperation and assistance of the Office of The Executive Vice Chancellor, the Human Resources Department, and the office of Information Technology Services, is improving monitoring activities to assess every major aspect of personnel actions, including applicant flow, new hires, promotions, transfers, reclassifications, merit increases, and separations.

A software system for affirmative action planning was installed in 1990 and updated in 2007 to assist the campus in improving its monitoring capability. The system, Peopleclick CAAMS, derives personal histories for employees from personnel actions reported on the campus' employee database.

Through Peopleclick CAAMS, the campus is able to track employment movement via promotion or transfer, and uses this data as a basis for Factor 2 in calculating availability for staff job groups. Other human resources actions are derived from automated systems used by the Human Resources Department and the office of Information Technology Services (ITS).

Academic personnel actions are now being captured using automated systems. Progress has been made in capturing applicant flow data through the Academic Demographic system. Departments will continue to document recruitment and selection efforts through the Search Process Reports. The Vice Provost--Academic Affairs will review all academic searches. The Director of Academic Diversity will continue to review the applicant pool of each search using the demographic charts in the Academic Demographic System. Particular scrutiny will be given to search processes in units and job groups where minorities or women are underutilized.

Despite some gaps in fully automating our personnel information systems, UCSF has made progress in the collection of personnel action data and in the development of employment histories for staff.

The utilization and goal analyses contained in the Appendices for academic and staff employees identify those job groups/organizational units in which minorities and women are underutilized and highlight those specific problem areas in which further efforts are needed.

The following section summarizes analyses of activities for which data are available and points out those areas in need of attention.

## **6.1. Total Selection Process**

Selection processes for academic and staff human resources include such elements as position descriptions/ titles, worker specifications, application forms/resumes, formal and informal evaluation forms, and documentation of decisions.

1. Position descriptions, position titles, worker specifications:

UCSF monitors position descriptions, titles, and job specifications to assure that they are reasonable and contain the necessary requirements to perform the duties of each position.

2. Resumes / Application forms:

Application forms are seldom used. However, they are periodically revised to ensure questions are consistent with policy and legal requirements.

3. Testing and selection process:

Where no formal tests are administered to prospective employees at UCSF, only job-related selection procedures are utilized.

## **6.2. Analysis of Potential Problem Areas**

### **A. Hires and Promotions**

A review of all staff hiring decisions by job group showed disparities in some job groups when comparing referrals to hires. We conducted more in-depth reviews of some of the disparities to determine their statistical significance, and are conducting more training to hiring officials to review their hiring/interview/selection processes to ensure nondiscriminatory hiring practices.”

A review of staff promotions was done and no problem areas were found.

The Academic Demographic System was developed and has been implemented throughout the University for the purpose of capturing applicant demographic data. The new system is contributing to the analysis of academic hires. Departmental academic personnel have been trained and all new faculty searches are conducted with the use of the system. Faculty applicants are electronically notified of our request for demographic information. This information is matched against the pool availability data, prior to initiation of interviews.

A review of academic applicant flow data did not reveal any problem areas.

**B. Compensation Analysis**

UCSF is in the process of establishing mechanisms to allow us to evaluate compensation systems for any disparities in compensation for staff and faculty.

**C. Academic Applicant Tracking**

The Academic Demographic System (ADS), which tracks applicant demographics was installed in 2008. The ADS captures current workforce data, estimated availability data, and applicant demographic data. An automatic survey is sent to each applicant by email for him/her to complete online. Once the search is closed, the AA/EO/D search summary is automatically generated by the system and captures the demographic data of all applicants who responded to the survey. This database provides an opportunity for search chairs to have real-time feedback on the cumulative composition of their applicant pool. The entry of applicant information into the system has been required for all new faculty searches in Pharmacy, Dentistry, and Nursing, effective June 1, 2008. The ADS was introduced in the School of Medicine in early August 2008.

**D. Academic Advancements**

Advancement for academic appointees is based on academic attainment, experience and performance. Specific criteria, review process and eligibility for advancement are defined for each series in accordance with academic personnel policy.

**6.3. Underutilization of Minorities and Women**

The Utilization Analyses contained in Appendix F describes the distribution of minorities and women by job group for academic and staff employees and indicates those job groups in which underutilization exists. Whenever underutilization is identified, placement goals are established. The Utilization Analysis (Appendix F) also indicates the placement goals that have been established for underutilized job groups. Every effort will be made to encourage all qualified employees including women and minorities to apply for positions in job groups which have hiring goals, and recruitment efforts will be undertaken to encourage application and consideration of all qualified individuals including minorities and women not currently in the workforce.

#### 6.4. Terminations

##### 1. **Staff Terminations**

An analysis of terminations for staff employees during the period July 1, 2007 through October 31, 2008 did not reveal any problem areas.

##### 2. **Academic Terminations**

An analysis of terminations for academic employees did not reveal any problem areas during this plan year.

## **7. ACTION ORIENTED PROGRAMS WITHIN AND OUTSIDE UCSF**

As a result of our yearly review and analyses of data and trends as reflected in this Plan, UCSF continues to identify methods by which to address problem areas and attain established goals and objectives.

### **7.1. Academic Programs**

The deans and department chairpersons will be advised of specific areas of underutilization of academic employees in their divisions and units. Regular sessions with appropriate academic administrative personnel will be conducted to review efforts and to assess progress. Additional activities are described below:

#### **7.1.1. Recruitment**

In September 2007, UCSF appointed J. Renee Navarro, PharmD, MD, as director of Academic Diversity. The Director serves as the point person for ensuring the advancement and timely completion of academically related diversity initiatives at UCSF and for coordinating with relevant system wide committees. Current efforts include continuing a comprehensive communication program about diversity, enhancing the Academic Demographic System, fostering best practices for faculty searches, developing a comprehensive program promoting diversity among trainees, and creating a coordinated outreach program.

There will continue to be suitably extensive searches for academic appointees in order to reach the greatest number of qualified applicants, including women and minority candidates. Recruitment shall include, advertising in appropriate professional media to reach the widest audience of qualified persons. Announcements shall be directed, to universities and colleges, and to other organizations and associations which are likely to be effective in making appointment opportunities known to qualified applicants, including minorities, women and other underrepresented groups. UCSF also posts all open faculty positions with the Northern California Higher Education Recruitment Consortium (NC-HERC). Founded in 2000, NC-HERC is a collaborative response of 38 Northern California Campuses to the many challenges of academic recruitment and retention.

Good faith efforts will continue to be made in the following areas:

1. Identifying a potential recruitment pool that includes underrepresented groups including minorities and women.
2. Holding seminars and meetings aimed at increasing the diversity of faculty.
3. Advertising positions in the professional journals focusing on minority issues, contacting minority professional associations and schools with high minority enrollment, and promising candidates including women and minorities.

#### **7.1.2. Selection**

UCSF recognizes that the expansion of applicant pools by the addition of more women and minority candidates is only one aspect of an effective affirmative action recruitment program. Consistent with the University's commitment to excellence, hiring authorities are directed to hire the best qualified candidates for all vacant positions. Departments will continue to document recruitment and selection efforts through the Search Process Reports. The Vice Provost--Academic Affairs will review all academic searches. The Director of Academic Diversity will continue to review the applicant pool of each search using the demographic charts in the Academic Demographic System. Particular scrutiny will be given to search processes in units and job groups where minorities or women are underutilized.

#### **7.1.3. Development**

UCSF conducts a variety of Faculty Affirmative Action Development Programs, which enhance affirmative action efforts. These programs have proven especially successful in assisting junior faculty, including minorities and women, in career advancement. These programs, which include faculty development awards to individual junior faculty, annual workshops for all new junior faculty, fellowship programs, and faculty mentoring programs will continue and, as funds are available, be expanded.

Examples of current programs and activities include:

1. Conducting mid-career appraisal reviews of junior faculty, including minorities and women, to evaluate their progress.

2. Continuing the mentoring programs for junior faculty, including minorities and women. The Faculty Mentoring Program provides a career mentor for each new and junior faculty member.
3. Conducting an annual Faculty Information and Welcoming Week to orient new and junior faculty, as well as provide resources to assist faculty in improving academic skills needed for advancement.
4. Continuing development programs for future UCSF faculty leaders. The UCSF Faculty Leadership Collaborative was established in 2005 as a result of a recommendation from the Chancellor's Council on Faculty Life, with the overall goal of providing a leadership development program for faculty.

#### **7.1.4. Advancement/Promotions and Merit Increases**

The decision on advancement of an individual shall be governed by established job-related criteria and will be based on academic attainment, experience, and performance. Special development opportunities will continue to be available to faculty, including minorities and women, to enhance their opportunities for advancement.

#### **7.1.5. Retention**

UCSF will monitor separations of all academic employees to identify any adverse pattern of separation or possible bias.

#### **7.1.6. Personnel Policies and Procedures**

UCSF has policies and procedures covering academic personnel activities and complies with all University policies. For example, UCSF has incorporated the language and intent of APM 210-1-d (Evaluating Contributions to Diversity for Appointment and Promotion) in all relevant campus documents.

Likewise, one criterion by which chairs, directors and deans are evaluated in their stewardship review process is their performance and leadership in Diversity e.g., implementation of an effective affirmative action program and promotion of diversity and equal opportunity efforts in program administration and personnel practices.

### **7.1.7. Discrimination Complaints**

UCSF has grievance procedures for academic appointees which provide fair consideration and adjudication of complaints related to discrimination and other employment matters. Individuals may contact the Academic Affairs Office or the Office of Affirmative Action, Equal Opportunity & Diversity for informal investigation, mediation, and resolution of complaints of discrimination.

## **7.2. Staff Programs**

As an aid to the attainment of its affirmative action goals and objectives, UCSF will remind those directly involved in human resources activities of UCSF's equal employment opportunity and affirmative action policies and procedures. Deans, directors, department chairpersons and managers, the Vice Chancellor--Administration & Finance, the Director--Human Resources, and other appropriate administrative officials will be advised of specific areas of underutilization of minority and women staff employees in their divisions and units. Sessions with appropriate administrative personnel will be conducted to review efforts and to assess progress. Additional activities are described below:

### **7.2.1. Recruitment**

Programs have been developed over the past years by the Human Resources Department and will be reviewed and revised as necessary in order to improve and increase recruitment efforts to reach qualified applicants, including women and minorities, especially in job groups and units where women and minorities are underutilized and goals have been established. Specific hiring goals are available to each employment representative in the Human Resources Department to enable their assessment and monitoring of the recruitment/selection process. The employment representative is charged with the responsibility of supplying a diversified pool of applicants for all campus staff vacancies. The goals are provided to the departments by the Office of AA, EO & D and form the basis for the employment representative's recruitment efforts. New recruitment and referral sources will be identified and all recruitment materials will continue to indicate that "UCSF is an Affirmative Action/Equal Opportunity Employer". Special attention will be given to encouraging internal referrals of qualified minority and women candidates for UCSF staff positions, and the Human Resources Department will continue to provide training sessions for departmental managers and supervisors to enlist their cooperation and assistance in achieving UCSF's affirmative action hiring goals and to inform them of appropriate policies and procedures. As has been the practice for some

time, a careful evaluation of staff employment qualifications will be made continuously to assure that all stated minimum requirements are job-related so as not to deter candidates who are qualified for such vacancies. Departments shall continue to post and announce vacancies within the department as well as posting UCSF's campus wide Job Opportunities Listing. UCSF will continue its practice of advertising in those publications and other media which reach the greatest number of potential applicants, including minority and female applicants for staff positions.

### **7.2.2. Selection**

The decision to select a candidate shall be based on the applicant's qualifications for the position, although preference will be given to qualified persons on the "Priority Reassignment" and "Preferential Reemployment" lists. Consistent with the university's commitment to excellence, hiring authorities are directed to hire the best qualified candidates for all vacant positions. Human Resources and the Office of Affirmative Action, Equal Opportunity & Diversity shall monitor the reasons for rejection of minorities and women to ensure compliance with the university's policy of non-discrimination. Departments shall be required to provide information on the disposition of all applicants referred, including the reasons for rejection. Particular attention will be given to proposed appointments in units and job groups where minorities or women are underutilized.

Appointing authorities are directed by policy to be mindful of UCSF's equal opportunity and affirmative action policies and any current affirmative action goals. The campus's affirmative action policy does not imply the establishment of quotas for under-represented groups, nor is it a means for compromising job-related qualification standards for the purpose of meeting numerical or percentage goals.

### **7.2.3. Promotion and Transfer**

Promotion, transfer, and advancement at UCSF are encouraged and are based on a candidate's ability to perform the duties of the position being sought. To ensure that all employees have the opportunity to apply for promotional and transfer vacancies, job opportunities are posted and widely circulated through a variety of media on a regular basis. All staff employees who have completed their probationary period may apply for transfer or promotion to positions for which they are qualified.

Appointing authorities are directed by policy to be mindful of UCSF's equal opportunity and affirmative action policies and any current affirmative action goals. The campus's affirmative action policy does not imply the establishment of quotas for under-represented groups, nor is it a means for compromising job-related qualification standards for the purpose of meeting numerical or percentage goals.

#### **7.2.4 Seniority Practices**

Seniority practices are nondiscriminatory, and seniority provisions of collective bargaining agreements are maintained and implemented in a nondiscriminatory manner.

#### **7.2.5. Training and Development**

UCSF recognizes that realistic opportunities for advancement of underutilized groups will be enhanced by continuation and expansion of training programs. In-service training and employee development geared to the career interests and skills of employees and departmental operations will be continued and, as funds are available, expanded.

Management and staff affirmative action development programs are in place to assist interested and eligible staff employees, including women and minority employees to enhance their opportunities for promotion and transfer. These programs include a management fellowship, a mid-management skills assessment program, a scholarship program for nurses and tuition reimbursement for qualified individuals who enroll in job-related courses. These will be reviewed, modified, or expanded, based on funding support and evaluation of effectiveness.

The Human Resources Department will continue to provide a variety of training and development programs open to all staff employees to improve skills and to provide career development options. The Office of Affirmative Action, Equal Opportunity & Diversity working with the Human Resources Department and other units will continue to develop and provide special training programs for management and supervisory staff to create greater awareness and understanding of managing a culturally diverse workforce, and to reinforce UCSF's affirmative action/non-discrimination policies and procedures.

#### **7.2.6. Separations**

The UCSF Human Resources Department will monitor separations of staff employees to identify any adverse patterns or possible bias.

### **7.2.7. Personnel Policies and Procedures**

UCSF has policies and procedures covering human resources activities which include, but are not limited to, provisions for employment of relatives, leaves (including those for childbearing and child rearing), pay and merit increases, performance evaluation, corrective action, discipline and discharge, and grievances. These policies and procedures will continue to be administered fairly and equitably for all staff employees including, as appropriate, applicants for employment.

### **7.2.8. Discrimination Complaints**

UCSF has grievance procedures for staff employees which provide fair consideration and adjudication of complaints related to discrimination and other personnel matters. Individuals may also contact the Office of Affirmative Action, Equal Opportunity & Diversity for informal investigation, mediation, and resolution of complaints of discrimination.

## **7.3. Other Programs**

### **7.3.1. Strategic Plan**

A Strategic Planning Board was appointed in July 2005 and the Plan was established in June 2007. The strategic plan – the product of a highly inclusive process – calls for making improvements across UCSF's fourfold mission of patient care, education, health sciences research and public service. It recommends building upon UCSF's strengths as a world-renowned academic health center in part by expanding opportunities for translational research, fostering patient-centered care, and advancing interdisciplinary collaboration and global health.

One section titled "Nurturing Diversity," expands upon UCSF's comprehensive initiative to promote and nurture diversity among faculty, staff and trainees.

#### Strategies

- Ensure that UCSF continues to attract the best and most diverse candidates for all educational programs.
- Create a more diverse campus community.
- Improve diversity among senior leadership.

- 7.3.2. Child Care and Elder Care:** UCSF recognizes that child care programs are important to allow employment participation by women and single parent applicants and employees. There is presently a child care facility at three locations: Parnassus, the Laurel Heights, and Mission Bay, for the benefit of students, employees, and community members. UCSF also offers employees, students and retirees with the planning and care of elder family members.
- 7.3.3. Faculty and Staff Assistance Program (FSAP):** An employee assistance and referral program has been established to assist employees with medical/behavioral or personal problems affecting job performance.
- 7.3.4. Facilities:** Assessment of campus facilities is ongoing to assure accessibility and compliance. A committee has been established to monitor and implement the requirements of the Americans with Disabilities Act.
- 7.3.5. Liaison:** The Office of Affirmative Action, Equal Opportunity & Diversity will continue to establish and maintain liaison with campus advisory groups and community organizations concerned with Affirmative Action, Equal Opportunity & Diversity issues.
- 7.3.6. Mentoring:** UCSF has developed a staff mentoring program which is jointly sponsored by the Academic Business Officers Group (ABOG) and the Sr. Vice Chancellor for Finance and Administration. The goal of the program is to provide exposure to interested and eligible staff, including women and minorities, who aspire to higher level mid-management positions. The program matches an employee with a mentor who has volunteered for 18 months. A mentoring guide has also been distributed through the Development and Training unit to members of the campus community.
- 7.3.7. Chancellor's Task Force on Cultural/Ethnic Diversity:** In May 1988, then Chancellor Krevans appointed a task force to identify issues and problems, and to make recommendations which would accomplish those improvements needed to create a more multi-cultural campus. The study compiled by the Task Force, which was completed in 1989, included findings and recommendations on faculty, staff, students, and business. Many of the recommendations were implemented.

In May of 1995, Chancellor Joseph B. Martin appointed a Steering Committee on Diversity to advise him and his Cabinet about strategies to support and promote diversity at UCSF. The charge to the Committee was continued under Chancellor Haile Debas and effective July 1, 1999 the

Committee was elevated to a standing committee by Chancellor J. Michael Bishop and is now the Chancellor's Advisory Committee on Diversity. The Committee's charge remains the same and 25 members representing faculty, staff, and students from different departments and groups serve two-year terms. The charge includes:

- Advising the Cabinet regarding implementation of the campus Affirmative Action Plan goals;
- Reviewing and setting priorities for the recommendations of the previous Diversity Task Force;
- Serving as a sounding board for other campus concerns related to the issue of diversity.

Each year, an activity report is forwarded to the Chancellor, who then remands the ideas and proposals to the Executive Committee on Diversity for evaluation, advice and/or implementation. The reports are available on the UCSF Diversity webpage at <<http://www.ucsf.edu/diverse/>>.

In 2006, a Chancellor's Committee on Academic Diversity was created and is chaired by EVC and Provost Washington.

**7.3.8. Diversity Training:** The Office of AA, EO & D offers a variety of diversity training programs to the campus community based on specific requests.

**7.3.9. Problem Resolution Center:**

In September of 1998, UCSF opened the Problem Resolution Center (PRC), a place to mediate problems between faculty, staff, students and trainees. The goal of PRC is to serve as a neutral entity separate from existing administrative units with trained mediators to facilitate conflict negotiations.

#### **7.4. External Programs**

UCSF participates in and directly provides a wide variety of programs to improve the employment opportunities and health care for residents of the greater San Francisco Bay Area. Listed below are samples of some of these programs and activities:

**7.4.1. University Community Partnerships Program (UCPP):** The UCPP was established in the spring of 2006 to coordinate the many existing partnerships between UCSF-affiliated individuals/groups and San Francisco-based community organizations and support new partnerships.

- 7.4.2. **Health Fairs:** sponsorship and participation in neighborhood health fairs in Chinatown, the Mission, Potrero Hill, South of Market, Hunters' Point, and the Haight-Ashbury.
- 7.4.3. **Campus Tours:** substantive introduction to the health sciences for students throughout California, the general public, special civic, social, and service organizations.
- 7.4.4. **Brown Bag Lectures:** on-going, one-hour programs on all aspects of health sciences, open to the general public and the campus community.
- 7.4.5. **Speakers' Bureau:** UCSF faculty, staff, and students address community groups and schools on health-science topics, current research, and teaching and patient-care programs at UCSF.
- 7.4.6. **Neighborhood Newsletter:** all events, activities, programs, and news of interest to the community are distributed on a regular basis in a campus-published newsletter.
- 7.4.7. **Information/Visitor's Center:** assists visitors by providing campus and city maps; public transportation information; community resource lists.
- 7.4.8. **Millberry Fitness and Recreation Center Programs:** presents diverse programs and activities for the campus community and the general public, including cultural and entertainment events, outdoor adventures, children's programs, arts, crafts, dance, exercise, and sports classes.
- 7.4.9. **Housing Office:** provides detailed and up-to-date listings of off-campus, privately owned, apartments, flats, houses, rooms, and other types of accommodations.
- 7.4.10. **Health Science and Health Education Partnership:** The SEP is collaboration between UCSF and the S.F. Unified School District. Scientist and educators from both organizations work in partnership to support quality science education for K-12 students.
- 7.4.11. **Child Care/Study Center:** provides child-care services for the campus community and general public, and provides employment opportunities for youth and senior citizens.
- 7.4.12. **Center For Gender Equity:** provides women's and gender resources; sexual and relationship violence resources; and lesbian, gay, bisexual and transgender resources (LGBT); enhances the quality of women's and men's lives by providing services that address the myriad diverse backgrounds and experiences of all people.

- 7.4.13. **Job Fairs:** participation in and sponsorship of job fairs in various Bay Area communities to recruit and attract potentially competitive applicants, including women and minorities, to careers at UCSF.
- 7.4.14. **Targeted Outreach Recruitment:** outreach recruitment efforts directed toward local high schools, vocational training institutions, colleges and universities, and various community agencies.
- 7.4.15. **Targeted Temporary Work Exposure Program (TTWEP):** A work exposure program to develop work habits and skills. While the program is targeted toward disadvantaged youth and persons with disabilities, it is open to other individuals as well. Participants are referred by community agencies and placed in temporary positions where they are given training and supervision to enhance their work skills.

## 8. INTERNAL AUDIT AND REPORTING SYSTEMS

Audit and reporting systems at UCSF for affirmative action reporting purposes currently rely on a newly developed, automated human resource management system. This system includes:

1. Records of referrals, placements, transfers, promotions, merit increases, and separations, which will be reviewed on a regular basis to ensure that nondiscrimination policies are being adhered to in practice.
2. Applicant flow and disposition.
3. Analysis of employment utilization compared to availability.
4. Analysis of goals progress.

The Academic Affairs Office and the Human Resources Department collect and summarize personnel activity data; the Office of Affirmative Action, Equal Opportunity & Diversity analyzes the data provided and reports on the results of the analysis to appropriate officials.

Records that are maintained serve as the basis for updating UCSF's Affirmative Action Plan, including revision of availability data and re-establishment of goals. UCSF's audit and reporting system is used to evaluate action-oriented programs and ongoing campus affirmative action efforts. Additionally, formal reports from appropriate administrative personnel occur on a regular basis to assess the degree to which goals are attained and progress or problems have occurred, and top management is advised of program effectiveness, including recommendations to improve activities to enhance achievement of the campus' affirmative action goals and objectives. Finally, affirmative action results are reviewed with all levels of campus management.

Further monitoring of personnel actions and attempts to resolve problem areas will be coordinated among the Office of Affirmative Action, Equal Opportunity & Diversity, Human Resources, and the Academic Affairs Office.

## 9. COMPLIANCE WITH SEX DISCRIMINATION GUIDELINES

UCSF has reviewed its employment policies and practices to assure compliance with the laws and regulations prohibiting sex discrimination, including the Equal Pay Act, the Pregnancy Discrimination Amendments to Title VII, the EEOC Guidelines on Sexual Harassment and the OFCCP Sex Discrimination Guidelines. The University also conforms to all nondiscriminatory regulations concerning recruitment and advertising.

### 9.1. Policy

It is the policy of the University of California, San Francisco not to discriminate against employees or applicants for employment on the basis of sex in any of its policies, procedures, or practices. This nondiscrimination policy covers admission, access, and treatment in University programs and activities, and application and treatment in University employment.

### 9.2. Procedures

1. UCSF will recruit males and females for all positions except where sex is a bona fide occupational qualification that has been carefully identified and fully documented.
2. UCSF will advertise in newspapers and other media which do not list jobs separately for men and women. Advertisements state that UCSF is an Affirmative Action/Equal Opportunity Employer.
3. Personnel policies do not discriminate because of sex and reiterate UCSF's commitment to nondiscrimination.
4. Employees and applicants of both sexes have an equal opportunity to any available position they are qualified to fill, unless sex is a bona fide occupational qualification. Wages, hours, conditions of employment, pensions, recreational programs, and all other employee benefits will continue to be administered on an equal basis, regardless of sex.
5. Persons married or unmarried, regardless of sex, are treated equally in all personnel actions. Ages and numbers of children are not factors in job offers.
6. Retirement benefits are equal for both sexes.
7. Appropriate physical facilities are provided for employees of both sexes.

8. Leave policies comply with legal and contractual requirements. Leaves of absence are the same for all employees regardless of sex and/or marital status. Any woman (married or unmarried) who qualifies for leave under UCSF's established leave policies, may take a leave for childbearing and reasonable time for recovery.
9. Sex is not a factor in determination of seniority for indefinite layoff or reduction in time.
10. Employees, regardless of sex, are allowed to transfer or be promoted to positions they are qualified to hold.
11. UCSF continually seeks women for all full-time and part-time positions, with a special emphasis on recruiting women for positions where they are underutilized.
12. UCSF evaluates the feasibility of redesigning work hours in those cases where they may be restrictive toward employment opportunities for women.
13. UCSF administers all training programs without regard to sex, and maintains a special commitment to include women in management and other training and development activities.

### **9.3. Sexual Harassment Policy**

UCSF is committed to creating and maintaining a community in which students, faculty, and administrative and academic staff can work together in an atmosphere free of all forms of harassment, exploitation, or intimidation, including sexual. Specifically, every member of the University community should be aware that UCSF is strongly opposed to sexual harassment and that such behavior is prohibited both by law and University policy. It is the intention of UCSF to take whatever action may be needed to prevent, correct and, if necessary, discipline behavior which violates this policy. UCSF has created the Office of Sexual Harassment Prevention and Resolution to address this issue.

### **9.4. Sexual Harassment Complaint Procedures**

UCSF has established a pre-grievance complaint process designed to respond to the sensitive nature of sexual harassment complaints. This process may be used by students, faculty, or staff to address the unique circumstances associated with such complaints through a mechanism that provides an opportunity for resolution at the earliest possible stage. Formal grievance mechanisms are also available and education and training programs in this area are ongoing.

## **10. COMPLIANCE WITH RELIGIOUS AND NATIONAL ORIGIN GUIDELINES**

UCSF has reviewed its employment policies and practices to assure that they conform to the requirements of the Federal Guidelines on Discrimination Because of Religion or National Origin. UCSF reasonably accommodates the religious observances and practices of employees and prospective employees as required.

### **10.1. Policy**

It is the policy of the University of California, San Francisco not to discriminate against employees or applicants for employment on the basis of religion or national origin in any of its policies, procedures, or practices. This nondiscrimination policy covers admission, access, and treatment in University programs and activities, and application and treatment in University employment.

### **10.2. Procedures**

1. All applicants and employees will continue to be treated fairly without regard to religious beliefs or national origin.
2. UCSF will accommodate employees' or applicants' religious observances and practices, whenever such accommodations can be made without undue hardship to the conduct of UCSF's business. In making such determinations, UCSF will consider business necessity, financial costs and expenses, and resultant personnel problems.
3. Managers and supervisors who make employment decisions are informed of UCSF policies, the need for religious accommodations, as well as their rights and responsibilities.
4. UCSF maintains communication with all employees regarding its commitment to provide equal employment opportunities for all persons, regardless of religion or national origin.
5. National origin organizations are contacted for consultation, and referral of potential employees.
6. Religious organizations are contacted for consultation on religious issues.
7. UCSF has established a policy which requires prior written authorization by the Office of Affirmative Action, Equal Opportunity & Diversity, of any English-only rules to assure that such requirements, when established, do not constitute a form of national origin discrimination.

**11. COMPLIANCE WITH AFFIRMATIVE ACTION REGULATIONS FOR COVERED VETERANS (41 CFR 60-250 AND 60-300) AND PERSONS WITH DISABILITIES (41 CFR 60-741)**

**11.1. Statement of Policy**

It is the policy of the University of California, San Francisco (UCSF), to offer equal employment opportunities to covered veterans<sup>4</sup> and persons with disabilities. Further, UCSF will take affirmative action to employ, train and develop, advance in employment, transfer, and otherwise treat qualified individuals with disabilities and covered veterans without discrimination or harassment based upon their physical or mental handicap, disability or veteran status in all employment practices including recruitment, appointment, reappointment, promotion, transfer, merit increase, training, salary, and non-renewal of appointment.

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Susan Desmond-Hellmann, M.D., M.P.H.  
Chancellor

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Date

## 11.2. Definitions

The University of California, San Francisco is committed to adherence to Sections 503 of the Rehabilitation Act of 1973, as amended, Section 402 of the Vietnam-Era Veteran's Readjustment Assistance Act of 1974, the Veteran's Rehabilitation and Education Amendments of 1980 (as amended), and the Americans with Disabilities Act of 1990. Section 503 requires Federal government contractors and subcontractors to take affirmative action to employ and advance in employment qualified individuals with disabilities, and to assure that individuals with disabilities are not discriminated against in employment. Section 402 requires Federal government contractors and subcontractors to take affirmative action to employ and advance in employment qualified covered veterans, and to assure that covered Veterans are not discriminated against in employment. The Americans with Disabilities Act prohibits discrimination in employment against qualified applicants and employees on the basis of disability.

1. **"Disability"**: The term disability means, with respect to an individual: a physical or mental impairment that substantially limits one or more of the major life activities of such individual; a record of such an impairment; or being regarded as having such an impairment. <sup>5</sup>
2. **"Major Life Activities"**: "Major life activities" covers those basic activities that the average person in the general population can perform with little or no difficulty. Major life activities include (but are not limited to) caring for oneself, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning, and working.

For purposes of Section 503 of the Rehabilitation Act, primary attention is given to those life activities that affect employability.

3. **"Has a Record of Such an Impairment"**: "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." It is included because the attitude of employers, supervisors, and coworkers toward that previous impairment may result in an individual experiencing difficulty in securing, retaining, or advancing in employment. The mentally restored, those who have had heart attacks or cancer often experience such difficulty. Also included are individuals who may have been erroneously classified as mentally retarded or mentally restored and may experience discrimination based on this misclassification.

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<sup>5</sup> In making reasonable accommodation, the University complies with the more stringent definition provided under California Law.

4. **"Is Regarded as Having an Impairment":** "Is regarded as having an impairment" refers to those individuals who are perceived as having a disability, whether an impairment exists or not, but who, because of attitudes or for any other reason, are regarded as disabled by employers or supervisors who have an effect on the individual's securing, retaining, or advancing in employment.
5. **Qualified Individual with a Disability (Q.I.D.):** Qualified individual with a disability means an individual with a disability who satisfies the requisite skill, experience, education and other job related requirements of the employment position such individual holds or desires, and who, with or without reasonable accommodation, can perform the essential functions of such position.
6. **Disabled Veteran:** The term 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 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.
7. **Veteran of the Vietnam-Era:** A person who (1) served on active duty for a period of more than 180 days and was discharged or released therefrom with other than a dishonorable discharge, if any part of such active duty occurred: (i) In the Republic of Vietnam between February 28, 1961, and May 7, 1975; or (ii) Between August 5, 1964 and May 7, 1975, in all other cases; or (2) Was discharged or released from active duty for a service-connected disability if any part of such active duty was performed: (i) In the Republic of Vietnam between February 28, 1961, and May 7, 1975; or (ii) Between August 5, 1964 and May 7, 1975, in all other cases.
8. **War/Campaign/Expedition Veteran:** Any veteran who served on active duty in the U.S. military, ground, naval or air service during a war or in a campaign or expedition for which a campaign badge has been authorized.
9. **Recently Separated Veteran:** Any veteran during the three-year period beginning on the date of such veteran's discharge or release from active duty in the U.S. military, ground, naval or air service.
10. **Armed Forces Service Medal Veteran:** 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 and Armed Forces service medal was awarded pursuant to Executive Order 12985.

### **11.3. Responsibility for Implementation**

This plan is intended as a supplement to the UCSF Affirmative Action Plan. Responsibility for the staff component of this plan rests with the Director--Affirmative Action, Equal Opportunity & Diversity. Responsibility for the academic component of this plan rests with the Executive Vice Chancellor and Provost, who is assisted by the deans, appropriate academic administrative officers and committees, and the Director--Affirmative Action, Equal Opportunity & Diversity. The ADA Coordinator has responsibility for ensuring organizational compliance with the Americans with Disabilities Act.

These responsibilities include:

1. Developing internal and external communication techniques which include regular discussions with managers, supervisors, and employees to ensure the adherence to nondiscriminatory policies.
2. Identifying and developing solutions to problem areas, particularly those which may arise between line management and persons with disabilities or covered veterans.
3. Designing an auditing and reporting system to evaluate the effectiveness of affirmative action efforts for persons with disabilities and covered veterans.
4. Serving as liaison between the campus and state and Federal compliance agencies.
5. Serving as liaison between the campus and organizations and community action groups for persons with disabilities and covered veterans, in addition to ensuring that campus representatives are involved in community service programs of local organizations.
6. Keeping management informed of the latest developments in affirmative action efforts for persons with disabilities and covered veterans.

### **11.4. Dissemination of Policy and Outreach Recruitment**

The UCSF Affirmative Action Plan for the Employment of Persons with Disabilities and Covered Veterans will be widely disseminated both internally and externally.

#### **11.4.1. Internal Dissemination**

1. The UCSF Affirmative Action Plan for the Employment of Persons with Disabilities and Covered Veterans will be available for inspection upon request by an employee. Copies will be located in the Office of Affirmative Action, Equal Opportunity & Diversity, the Human

Resources Department, the campus library, the Academic Affairs Office, and in the offices of department managers and chairpersons.

2. Reference to the UCSF Affirmative Action Plan for the Employment of Persons with Disabilities and Covered Veterans will be included in campus manuals and will be publicized in the campus newspaper.
3. The UCSF Affirmative Action Plan for the Employment of Persons with Disabilities and Covered Veterans will be discussed thoroughly with all relevant administrative officers on the campus.
4. Special meetings will be conducted with executive, management, and supervisory personnel to explain the intent of the policy and individual responsibility for effective implementation.
5. The policy will be thoroughly discussed in both employee orientation and supervisory training programs.
6. Articles on accomplishments of employees with disabilities and covered veterans will be included in campus publications.
7. The Disability Management Services unit will be available to provide direct assistance to employees who become disabled; placement assistance for qualified employees with disabilities; consultation to managers and supervisors who seek assistance in assessing the impact of an employee's disability; and in providing reasonable accommodation and consultation to UCSF administrators regarding disability law and disability management.

#### **11.4.2. External Dissemination**

1. The UCSF Affirmative Action Plan for Employment of Persons with Disabilities and Covered Veterans will be available for inspection upon request by an applicant. It may be seen in the Office of Affirmative Action, Equal Opportunity & Diversity or in the Human Resources Department, or the Academic Affairs Office.
2. The UCSF Affirmative Action Plan for the Employment of Persons with Disabilities and Covered Veterans will be publicized as appropriate in press releases and in publications or reports which are disseminated externally.
3. UCSF's affirmative action activities for the employment of persons with disabilities and covered veterans will be announced as

appropriate in recruiting for academic and staff appointments. Outreach recruitment activities shall be conducted. Lists of employment openings will be sent on a regular basis to the State of California Employment Development Department, and educational agencies, Veterans Administration Regional Offices, educational institutions which participate in training for the disabled, college placement offices, and other local, state, and national organizations.

#### **11.4.3. Staff Outreach Recruitment**

Efforts will be made to identify additional sources of recruitment for persons with disabilities and covered veterans. All recruitment materials and advertising will indicate that UCSF is "An Affirmative Action/Equal Opportunity Employer." Recruitment methods will include:

1. Periodically informing all employees and prospective employees of the commitment to engage in affirmative action.
2. Initiating and maintaining communication with organizations having special interests in covered veterans or persons with disabilities that may assist in the recruitment of job applicants.
3. Dissemination of information concerning employment opportunities will include publications that reach veterans & disabled populations.
4. Enlisting the assistance and support of recruiting sources (including State Vocational Rehabilitation Agencies, State Employment Services, and community-based organizations such as the National Alliance of Businessmen Veterans' Program).
5. Informing all recruiting sources, in writing and orally, of our affirmative action policy for persons with disabilities and covered veterans.
6. Notifying subcontractors, vendors, and suppliers of our affirmative action policy requesting appropriate action on their part.

#### **11.5. Staff**

The following statements are a general overview of practices which are being or will be implemented by UCSF in meeting its commitment for affirmative action for persons with disabilities and covered veterans. The details of these policies and practices may be found in the Personnel Policies for Staff Members manual, and in collective bargaining agreements.

### **11.5.1. Selection**

UCSF recognizes that the expansion of applicant pools is only one step in the overall process to ensure equal employment opportunity without regard to disability and status as a covered veteran.

Realistic and necessary levels of experience and training, as an example, shall be set so that the greatest number of qualified applicants will be considered. A department has a special responsibility to notify all department employees of intra-departmental promotional career vacancies and to allow sufficient time for employees to apply. Further, employees should be informed of the selection process utilized to fill such vacancies including a description of the job, applicant requirements, interviewing procedures, and similar factors. The only physical or mental qualifications applied to a position shall be those qualifications directly related to the performance of the duties and responsibilities of the position.

UCSF will make reasonable accommodations to the physical and mental limitations of otherwise qualified employees or applicants unless it can be demonstrated that such an accommodation would impose an undue hardship on the conduct of business.

In making appointments of human resources, first preferences must be given to qualified persons on preferential rehire status (an employee who was laid-off), and second preference must be given to qualified career employees scheduled for indefinite layoff and third preference must be given to qualified employees with disabilities referred for special selection consideration, in accordance with University personnel policy. Special Selection receives first consideration then Preferential applicants.

### **11.5.2. Medical Examinations and Inquiries**

UCSF may tender an offer of employment contingent upon the results of a physical examination so long as all entering employees in the same job category are subjected to such an examination regardless of disability. Information obtained under this section regarding the medical condition or history of the applicant shall be collected and maintained in separate files and treated as a confidential medical record. Supervisors and managers may be informed regarding necessary work duty restrictions and/or accommodations along with first aid/safety personnel (if the disability may require emergency treatment) and governmental officials investigating compliance with this section.

1. Pre-employment inquiries (i.e., those made prior to an offer of employment) may be made to determine only if an applicant is able to perform the essential job functions of the position for which the applicant is applying and may not include questions as to whether an applicant is an individual with a disability or a special disabled veteran, or as to the nature or severity of such disability.
2. Information obtained on the medical condition or history of applicants shall be collected and maintained on separate forms and shall be accorded confidentiality as medical records, except that:
  - (1) Supervisors and managers may be informed of restrictions on the work or duties of persons with disabilities and of necessary accommodation.
  - (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.
3. Sections 60-741.42, 60-250.42 and 60-300.42 of the regulations require the contractor to invite applicants to inform the contractor whether the applicant believes that he or she is an individual with a disability or a disabled veteran who may be covered by the Act and wishes to benefit under the affirmative action program. Such invitation shall be extended **after making an offer of employment to a job applicant and before the applicant begins his or her employment duties.**

All other covered veterans may be invited to self-identify such status at any point before the applicant begins his or her employment.
4. Pre-employment inquiries regarding military record will be examined only as they pertain to the applicant's employment qualifications.

### **11.5.3. Compensation, Salary and Merit Increases**

It is the policy of the University of California, San Francisco, that when offering employment or promotions to individuals with a disability and covered veterans, the amount of compensation offered will not be reduced because of any income based on a disability-related and/or military-service-related pension, or other disability-related or military-service-related benefit the applicant or employee receives from another source.

Merit increases are to be awarded on the basis of individual performance. No merit increases may be awarded or denied on the basis of disability or status as a covered veteran.

#### **11.5.4. Training**

UCSF recognizes that realistic opportunities for the employment and advancement of individuals with disabilities and covered veterans will be enhanced by the continuation and expansion of training programs. Such training programs will be open to all employees, without regard to disability or status as a covered veteran.

In-service training and employee development, geared to the career interests and skills of employees, will be continued and, as funds are available, expanded. This training will not be designed solely to improve skills in existing jobs, but also to develop skills necessary for career advancement.

Training offered to supervisory personnel covers our obligations for affirmative action for covered veterans and persons with disabilities. In addition, the Human Resources Department develops special training programs for supervisory and other staff to create greater awareness and understanding of those attitudes or behaviors concerning individuals with disabilities and covered veterans, which may result in employment discrimination. The Human Resources Department also provides organizational development consultation to departments to enable employees to participate fully in the organization without regard to disability or status as a covered veteran.

#### **11.5.5. Promotion**

Promotion and advancement at UCSF is encouraged and will be based solely on criteria which are made explicit. Opportunity for promotion shall be available equally to all eligible employees without regard to disability or status as a covered veteran.

Equal opportunity for promotion is assisted through in-service training. Promotional opportunities must be posted and announced and the criteria used for selection must be reasonably explicit and accessible to applicants.

#### **11.5.6. Transfer**

In order to assure that all employees have the opportunity to apply for transfer and promotional vacancies, UCSF has an open transfer policy. All staff employees who have satisfactorily completed their probationary

period may apply for transfer or promotion to positions for which they are qualified. Applications for transfer shall be considered without regard to disability or status as a covered veteran.

**11.5.7. Termination**

Termination or nonrenewal of employment will not be based on disability or status as a covered veteran.

**11.5.8. Work conditions**

All conditions of work will be applied without discrimination on the basis of disability or status as a covered veteran.

Sections 60-250.44(e), 60-300.44(e) and 60-741.44(e) of the regulations require contractors to develop and implement procedures to ensure that its employees are not harassed because of their status as a covered veteran or individual with a disability. The University meets this requirement by dissemination of policy and through training. Complaint procedures are in place to address issues of harassment and discrimination.

**11.5.9. Leave Policies**

Leave policies, either with or without pay, will be applied without regard to disability or status as a covered veteran.

**11.5.10. Reasonable Accommodation**

Reasonable accommodations shall be made to the known physical and mental limitations of otherwise qualified individuals with disabilities and qualified disabled veterans. Accommodations which result in significant difficulty or expense for the University will constitute an undue hardship and will not be required. Undue hardship refers to any accommodation which would be unduly costly, extensive, substantial, or disruptive, or that would fundamentally alter the nature or operation of the department.

Where undue hardship is in dispute, Employee Rehabilitation Services will consult with Labor and Employee Relations and other University resources. If a resolution cannot be obtained, the matter will be referred to the Human Resources Director and the ADA Coordinator for a final determination.

**11.5.11. Rehabilitation**

The Disability Management Services (DMS) unit provides special assistance to employees with disabilities when such disabilities

substantially limit their work activities. This assistance includes vocational rehabilitation counseling, reasonable accommodation advice and, for employees who have attained career status, special selection job referral. DMS also provides consultation to departments regarding disability law, policy, and accommodation.

## **11.6. Staff and Academic Auditing and Reporting**

### **1. Sections 60-250.44(h), 60.300.44(h) and 60-741.44(h)**

The revised regulations require contractors to design and implement an audit and reporting system to measure the effectiveness of the affirmative action program, indicate any need for remedial action, determine the degree to which objectives have been attained, determine whether covered veterans and individuals with disabilities have had the opportunity to participate in all company sponsored educational, training, recreational, and social activities, and measure the contractor's compliance with the affirmative action program's specific obligations.

Auditing and reporting is done in a number of ways. One is the oversight from the Office of the President which keeps the campus informed of new regulatory requirements, and the campus ensures compliance as new information is provided. For example, the new covered categories under "Protected Veterans" status was not captured in our payroll system; it has now been corrected. Other auditing mechanisms are implemented through the Office of Affirmative Action, Equal Opportunity & Diversity, which manages and resolves complaints of discrimination on the basis of disabilities and veteran status. The director of the Office of Affirmative Action, Equal Opportunity, and Diversity is the campus 504 and ADA Coordinator. In this role, he coordinates solutions to a variety of issues regarding accessibility. In addition, the Chancellor has formed the Chancellor's Advisory Committee on Disability Issues, an advisory committee whose charge is to review practices and activities throughout the campus to ensure that the interests of the disabled community are included. Other methods include the campus employee opinion survey which will be modified to capture concerns of disabled and veteran employees.

### **2. Identification of Protected Employees**

- (a) Personnel/payroll forms have been revised so that statistical data is collected for protected employees (i.e., individuals with disabilities and covered veterans), and so that affirmative action is taken for such individuals as appropriate.

Identifying information shall be voluntary and any information obtained will be kept confidential, and will be used only for statistical purposes, for periodic review of the status of each individual and in appropriate cases to inform department managers regarding restrictions on the work or duties of an individual with a disability and of the necessary accommodations, and to inform first aid and safety personnel of special conditions.

(b) A voluntary census of current employees was conducted to establish an organizational profile of protected employees.

### 3. Review, Monitoring and Analyses

As part of the function of the Office of Affirmative Action, Equal Opportunity & Diversity to inspect departmental records and procedures relating to personnel actions, consideration will be given to the effect of such personnel actions on protected employees and applicants.

### 4. Grievance Procedures

UCSF has grievance procedures for staff and academic employees which provide fair adjudication of complaints related to the conditions of employment. These include procedures for taking a complaint through to a formal hearing and procedures for administrative review of matters not eligible for a formal hearing.

A discrimination complaint may also be brought directly by an employee or applicant to the Office of Affirmative Action, Equal Opportunity & Diversity for informal investigation, mediation, and resolution.

## **11.7. Academic Personnel Policies**

All academic personnel policies, including those applying to selection, compensation, merit increases, promotions, and separations, will be applied equitably to all academic personnel. Survey and monitoring procedures described below will assure that academic appointees will not be discriminated against on the basis of their status as persons with disabilities or covered veterans, as defined in Section 503 of the Rehabilitation Act of 1973, Section 402 of the Vietnam-era Veterans Readjustment Assistance Act of 1973, the Veterans Rehabilitation and Education Amendments of 1980 (as amended), and the Americans with Disabilities Act of 1990. Applicants for employment who wish to benefit under the AAP fall under the same requirements of Sections 60-741.42 , 60-250.42 and 60-300.42 of the regulations (as indicated in section 11.5.2).

## **11.8. Review, Monitoring and Analyses (Academic and Staff)**

### **1. Ongoing Monitoring of Individual Employment Actions and Job Qualifications**

A review of hires will be conducted to assure that such actions are nondiscriminatory and in accordance with policy. This ongoing review will include an examination of all physical and mental job qualification standards to ensure that, with regard to qualified individuals with disabilities and qualified disabled veterans, such job qualifications standards are job-related to the position in question and are consistent with business necessity.

### **2. Review and Analysis of Procedures and Personnel Actions**

A review of campus academic and human resources procedures will be undertaken to determine whether those procedures assure equitable and thorough consideration of the qualifications of persons with disabilities and covered veterans. The review will identify any potential problem areas, and determine the cause of any such potential problem areas. Remedial action, such as modifications of practices and procedures, will be scheduled and undertaken as needed.

### **3. Physical Accommodations**

The University will make reasonable accommodations to the known physical and mental limitations of qualified individuals with disabilities and qualified disabled veterans, unless an undue hardship would be imposed. Review and monitoring of actions undertaken or to be undertaken to afford reasonable accommodation (e.g., modifications of physical facilities) will be the responsibility of the ADA Coordinator, Vice Chancellors, Deans and Directors.

This campus provides accessible physical facilities which include, among other things:

- (a) Accessibility to employment offices (parking spaces available).
- (b) Accessibility to buildings.
- (c) Accessibility to floors within buildings.
- (d) Accessibility to restrooms (male and female).
- (e) Provision of drinking fountains.

Curb cuts have been provided at all principal campus street and pedestrian crossing intersections to permit wheelchair traffic between buildings. Special parking facilities to accommodate the disabled have been provided through the campus parking system.

In compliance with Title II of the Americans with Disabilities Act (which seeks to remove structural, architectural, transportation, and communications barriers in existing facilities), the campus' capitol projects provide for additional modification which include the following:

- (a) The provision of interior and exterior ramps in compliance with applicable standards.
- (b) Provision of wheelchair accessible shuttle services.
- (c) Modification/installation of wheelchair accessible restroom facilities.
- (d) Installation of Braille and high contrast signage for all public areas.
- (e) Modification of exterior and interior doorways to improve accessibility.
- (f) Installation of elevators/controls which are wheelchair accessible, utilize high contrast Braille lettering, and provide audible floor cues.
- (g) Modification of telecommunications equipment to provide hearing impaired access.
- (h) Installation of exterior and interior stairway handrails.

UCSF will provide accessible facilities except where it is structurally impractical to do so and improve existing facility access within its physical plant to assure that services are provided in the most integrated setting appropriate to the needs of persons with disabilities. Such improvements or modifications will be made subject to the availability of funds as well as the nature, size, and cost of the modifications.

**APPENDIX A**

**AFFIRMATIVE ACTION STAFF JOB GROUPS**

## AFFIRMATIVE ACTION STAFF JOB GROUPS

Staff job groups and position titles used in the workforce and utilization analyses were those established by the University's Systemwide Administration. Listed below are staff job groups (FOCSUB groups) at UCSF, within Federal Occupation Codes (FOC) described with applicable EEO-6 category definitions.

Federal Occupation Code A - Officials and Managers (EEO-6 Category A: Executive/Administrative/Managerial)

Job Groups	AA	Management
	AB	Other Officials and Managers

Federal Occupation Code B - Professionals (EEO-6 Category B: Professional Non-Faculty)

Job Groups	BA	Student Services
	BB	Communications, Arts, and Graphics
	BC	Engineering and Allied Services
	BD	Fiscal, Management, and Staff Services
	BE	Nursing Services
	BF	Social and Therapeutic Services
	BG	Clinical Laboratory Technologists
	BH	Health Practitioners
	BI	Science, Laboratory, and Allied Services
	BZ	Unclassified

Federal Occupation Code C - Technicians (EEO-6 Category E: Technical/Paraprofessional)

Job Groups	CA	Health Technicians
	CB	Engineering and Science Technicians
	CC	Other Technicians
	CZ	Unclassified

Federal Occupation Code D - Office and Clerical Workers (EEO-6 Category D: Secretarial/Clerical)

Job Groups	DA	Clerical/Administrative
	DB	Library Assistants
	DC	Mail, Stores, and Usher Services
	DD	Communication and Machine Operative Services
	DZ	Unclassified

Federal Occupation Code E - Craftworkers (EEO-6 Category F: Skilled Crafts)

Job Group	EA	Operations and Maintenance
	EB	Reproduction Services
	EC	Marine/Auto/Aircraft Maintenance
	EZ	Unclassified

Federal Occupation Code F - Operatives (EEO-6 Category G: Service/Maintenance)

Job Group	FA	Operatives
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Federal Occupation Code G - Laborers (EEO-6 Category G: Service/Maintenance)

Job Group	GA	Laborers
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Federal Occupation Code H - Service Workers (EEO-6 Category G: Service/Maintenance)

Job Groups	HA	Food Service Workers
	HB	Cleaning Service Workers
	HC	Security and Parking Services
	HD	Health Service Workers
	HE	Police Officers
	HZ	Unclassified

The Table that follows lists job titles, within each job group (FOCSUB), that exist in the University's payroll title table (Systemwide Title Code Table) for staff positions.

**UCSF STAFF JOB CODES BY FOCUSUB  
AS OF 10/31/2008**

<b>Job Group</b>	<b>Title Code</b>	<b>Job Title</b>
AA00	0030	CHAN
AA00	0035	SR VICE CHAN (FUNCTIONAL AREA)
AA00	0042	PROVOST (FUNCTIONAL AREA)
AA00	0082	CHF CMP COUNSEL/ ASSOC GEN CNSL
AA00	0090	ASSO V CHAN (FTL AREA)-EX
AA00	0091	ASST V CHAN (FUNCTL AREA)-EXEC
AA00	0093	DIR (FUNCTIONAL AREA)
AA00	0095	ASSO DIR (FTL AREA)-EX
AA00	0111	ASSOC DEAN (FUNCTL AREA)-EXEC
AA00	0118	UNIVERSITY LIBRARIAN-EXEC
AA00	0122	VICE PROVOST (FUNCT AREA)-EXEC
AA00	0160	DEAN EXEC
AA00	0209	ASSO V CHAN (FTL AREA)
AA00	0210	ASST V CHAN (FTL AREA)
AA00	0245	DIR (FTL AREA)
AA00	0250	DEPUTY DIR (FUNCTIONAL AREA)
AA00	0256	ASSO DIR (FTL AREA)
AA00	0259	ASST DIR (FTL AREA)
AA00	0280	MANAGER (FUNCTIONAL AREA)
AA00	0280	MGR (FTL AREA)
AA00	0285	ASST MGR (FUNCTIONAL AREA)
AA00	0355	ADMINISTRATOR/COORD/ OFFICE
AA00	0384	ASST DEAN (FUNCTIONAL AREA)
AA00	0385	ASSO DEAN (FUNCTIONAL AREA)
AA00	0386	VICE PROVOST (FUNCTIONAL AREA)
AA00	0425	EXEC ASST /SPECIAL A
AA00	0477	POLICE LIEUTENANT - MSP
AA00	0478	CHIEF OF POLICE
AA00	0479	ASST CHIEF POLICE/POLICE CAPTN
AA00	0490	REGISTRAR
AA00	0701	ASST CHAN (FTL AREA)
AB00	0743	MGT SERVICE OFFICER IV
AB00	7510	MGT SERVICES OFFICER III
BA00	0712	COUNSELING PSYCHOLOGIST III
BA00	4002	SR RECREATION SUPV
BA00	4003	RECREATION SUPV
BA00	4004	ASST RECREATION SUPV
BA00	4011	RECREATION PROGRAM INSTRUCTOR
BA00	4102	CHILD DEVT CENTER MGR
BA00	4103	CHILD DEVT CENTER COORD
BA00	4351	STUDENT AFFAIRS OFFICER V
BA00	4352	STUDENT AFFAIRS OFFICER IV

\* The Chancellor is included in the Senior Management Job Group of the UCOP AAP for purposes of the utilization analysis.

BA00	4353	STUDENT AFFAIRS OFFICER II
BA00	4355	STUDENT AFFAIRS OFFICER III
BA00	4403	PSYCHOLOGIST, COUNSELING II
BB00	6211	PRODUCER-DIRECTOR, MANAGING
BB00	7671	SR PUBLIC INFORMATION REP
BB00	7672	PUBLIC INFORMATION REP
BB00	7678	SR PUBLICATIONS MGR
BB00	7679	PUBLICATIONS MGR
BB00	7682	PR EDITOR
BB00	7683	SR EDITOR
BB00	7684	EDITOR
BB00	7693	PR PUBLICATIONS COORD
BB00	7694	SR PUBLICATIONS COOR
BB00	7695	PUBLICATIONS COORDINATOR
BB00	7703	WRITER, SR
BC00	0717	PRINCIPAL ARCHITECT
BC00	0725	PR ENV HEALTHAND SAFETY SPECIA
BC00	0727	PRINCIPAL ENGINEER
BC00	0729	PRINCIPAL DEVELOPMENT ENGINEER
BC00	6902	PR ARCHITECTURAL ASSO
BC00	6904	SR ARCHITECTURAL ASSO
BC00	6954	ASSOC ARCHITECT
BC00	6967	SR PLANNER
BC00	7112	ENGINEER, TELEVISION, SR
BC00	7113	ENGINEER, TELEVISION
BC00	7132	ENV, HEALTH AND SAFETY SPE III
BC00	7133	ENV, HEALTH AND SAFETY SPE
BC00	7134	ASST ENV HEALTHAND SAFETY SPEC
BC00	7135	ENV, HEALTH AND SAFETY SPE II
BC00	7141	PR ENV HEALTHAND SAFETY TECHN
BC00	7142	SR ENV HEALTH AND SAFETY TEC
BC00	7143	ENV HEALTH AND SAFETY TEC
BC00	7152	SR ENGINEER
BC00	7181	SR DEVT ENGINEER
BC00	7182	ASSO DEVT ENGINEER
BC00	7183	ASST DEVT ENGINEER
BC00	9072	SR RADIATION EQUIP SPECIALIST
BD00	0461	SPEC (FTL AREA)
BD00	0509	LABOR RELATIONS ADVOCATE
BD00	0714	ANALYST VI - MSP
BD00	0718	HR ANALYST VI - SF
BD00	0720	ANALYST VI - SUPVR - SF
BD00	0735	PROG/ANALYST V - SUPV
BD00	0736	PROG/ANALYST V
BD00	0737	PROG/ANALYST IV SUPV
BD00	0738	PROG/ANALYST IV
BD00	0740	COMPUTING RESOURCE MGR III
BD00	0741	COMPUTING RESOURCE MGR II
BD00	0747	PR ACCOUNTANT
BD00	5422	DIETITIAN, PRIN
BD00	5423	DIETITIAN, PRIN-SUPVR
BD00	5424	SR DIETITIAN
BD00	5425	DIETITIAN, SR-SUPVR
BD00	5426	DIETITIAN II

BD00	5427	DIETITIAN II-SUPVR
BD00	5428	DIETITIAN I
BD00	6962	PLANNER,EDUCATIONAL FACILTY,SR
BD00	7211	PR STATISTICIAN
BD00	7212	SR STATISTICIAN
BD00	7213	STATISTICIAN
BD00	7214	ASST STATISTICIAN
BD00	7234	ANALYST I
BD00	7235	ANALYST II
BD00	7236	ANALYST III
BD00	7237	ANALYST IV
BD00	7238	ANALYST V
BD00	7245	ANALYST I-SUPERVISOR
BD00	7246	ANALYST II-SUPERVISOR
BD00	7247	ANALYST III-SUPERVISOR
BD00	7248	ANALYST IV-SUPERVISOR
BD00	7249	ANALYST V-SUPERVISOR
BD00	7274	PROG/ANALYST III SUPV
BD00	7275	PROG/ANALYST III
BD00	7276	PROG/ANALYST II SUPV
BD00	7277	PROG/ANALYST II
BD00	7278	PROG/ANALYST I
BD00	7282	COMPUTING RESOURCE MGR I
BD00	7511	MGT SERVICES OFFICER II
BD00	7512	MGT SERVICES OFFICER I
BD00	7578	AUDITOR V
BD00	7611	ACCOUNTANT IV - SUPERVISOR
BD00	7616	ACCOUNTANT IV
BD00	7617	ACCOUNTANT III
BD00	7618	ACCOUNTANT I
BD00	7620	ACCOUNTANT II
BD00	7622	AUDITOR III
BD00	7643	EMPLOYMENT REPRESENTATIVE, SR
BD00	7647	HR ANALYST II
BD00	7648	HR ANALYST III
BD00	7649	HR ANALYST IV
BD00	7650	HR ANALYST V
BD00	7656	HR ANALYST V--SUPERVISOR
BD00	7658	HR ANALYST I
BD00	7772	BUYER V
BD00	7773	BUYER IV
BD00	7774	BUYER II
BD00	7776	BUYER III
BE00	0763	ADMINISTRATIVE NURSE V
BE00	0764	ADMIN NURSE IV
BE00	0766	CLIN NURSE V
BE00	9116	HOME HEALTH NURSE III
BE00	9117	CLIN NURSE II
BE00	9119	NURSE, PER DIEM
BE00	9124	ADMIN NURSE I SUPV
BE00	9127	CLIN NURSE IV SUPV
BE00	9129	NURSE, CLINICAL II-SUPVR
BE00	9132	ADMIN NURSE III
BE00	9133	ADMIN NURSE II
BE00	9134	ADMIN NURSE I

BE00	9137	CLIN NURSE IV
BE00	9138	CLIN NURSE III
BE00	9139	CLIN NURSE II
BE00	9140	CLIN NURSE I
BE00	9141	NURSE COORDINATOR
BE00	9143	SR NURSE ANESTHETIST
BE00	9146	NURSE PRACTITIONER III
BE00	9147	NURSE PRACTITIONER II
BE00	9148	NURSE PRACTITIONER I
BE00	9149	NURSE PRACTITIONER III SUPV
BE00	9160	NURSE PRACTITIONER-PER DIEM
BE00	9170	MANAGER, CASE
BF00	0789	CHIEF CLINICAL SOCIAL WORKER
BF00	0793	PSYCHOLOGIST III
BF00	0795	PHYSICAL THERAPIST V
BF00	0796	OCCUPATIONAL THERAPIST V
BF00	8010	CLIN SOCIAL WORKER II SUPVR
BF00	8011	CLIN SOCIAL WORKER III SUPV
BF00	8021	PSYCHOLOGIST II
BF00	8022	REHAB SERV ASSOC CHIEF--SUPVR
BF00	8028	PTHOLOGIST, SPEECH, SR-SUPVR
BF00	8035	PHYSICAL THER IV SUPVR
BF00	8044	OPTOMETRIST, SR-SUPVR
BF00	8895	COORDINATOR, NURSE STAFFING
BF00	8897	ANESTHESIA TECHNICIAN
BF00	8898	ANESTHESIA TECHNICIAN II
BF00	8970	HOSPITAL LABORATORY TECH IV SUPV
BF00	8971	HOSPITAL LABORATORY TECH III SUPV
BF00	8972	HOSPITAL LABORATORY TECH II SUPV
BF00	8973	HOSPITAL LABORATORY TECHIV
BF00	8974	HOSPITAL LABORATORY III
BF00	8975	HOSPITAL LABORATORY II
BF00	8976	HOSPITAL LABORATORY
BF00	9057	HISTOTECHNOLOGIST, LEAD
BF00	9065	HISTOTECHNOLOGIST I
BF00	9066	HISTOTECHNO II
BF00	9067	HISTOTECHNO III
BF00	9068	HISTOTECHNOLOGIST, SUPVR
BF00	9090	TECHNO, POLYSOMNOGRAPHY, PR
BF00	9091	TECHNO, POLYSOMNOGRAPHY, SR
BF00	9092	TECHNOLOGIST, POLYSOMNOGRAPHY
BF00	9192	SR OPTOMETRIST
BF00	9202	ASST SR PHYSICIAN
BF00	9203	PHYSICIAN ASST
BF00	9270	PATIENT CARE DIALYSIS III TECH
BF00	9271	PATIENT CARE DIALYSIS II
BF00	9275	DIALYSIS MACHINE AND II
BF00	9276	DIALYSIS MACHINE AND
BF00	9284	COUNSELOR, GENETIC III-SUPV
BF00	9285	GENETIC COUNSELOR III
BF00	9287	GENETIC COUNSELOR II
BF00	9311	ASSO CHIEF CLIN SOCIAL WO
BF00	9312	SUPVISING CLIN SOCIAL WORKER
BF00	9313	CLIN SOCIAL WORKER III
BF00	9314	CLIN SOCIAL WORKER II

BF00	9315	CLIN SOCIAL WORKER I
BF00	9341	SOCIAL WORK ASSO
BF00	9345	CHILD DEVELOPMENT ASSOC
BF00	9351	CHILD LIFE SPECIALIST III
BF00	9352	CHILD LIFE SPECIALIST II
BF00	9353	CHILD LIFE SPECIALIST I
BF00	9383	PSYCHOLOGIST II
BF00	9384	PSYCHOLOGIST I
BF00	9458	ATHLETIC TRAINER
BF00	9465	RECREATION THER II
BF00	9472	SR SPEECH PATHOLOGIST
BF00	9473	SPEECH PATHOLOGIST
BF00	9474	SR AUDIOLOGIST
BF00	9475	AUDIOLOGIST
BF00	9481	THERAPIST, PHYSICAL IV
BF00	9482	THERAPIST, PHYSICAL III
BF00	9483	PHYSICAL THER II
BF00	9484	PHYSICAL THER I
BF00	9496	THERAPIST, OCCUPATIONAL IV
BF00	9497	OCCUPATIONAL THER III
BF00	9498	OCCUPATIONAL THER II
BF00	9499	OCCUPATIONAL THER I
BG00	8936	SR SUPVISING CLIN LABORATORY
BG00	8937	SUPVISING CLIN LABORA
BG00	8938	SR CLIN LABORATORY TECHNO S
BG00	8939	CLIN LABORATORY TECH SPEC
BG00	8940	CLIN LABORATORY TECH
BG00	8953	CYTOTECHNOLOGIST SUPVR
BG00	8954	SR CYTOTECHNO
BG00	8955	CYTOTECHNOLOGIST
BH00	0503	VETERINARIAN, SENIOR
BH00	0513	ASSISTANT VETERINARIAN
BH00	0767	MEDICAL SERVICE DIRECTOR
BH00	0768	SR PHYSICIAN DIPLOMATE
BH00	0769	SR PHYSICIAN
BH00	0770	ASSO PHYSICIAN DIPLO
BH00	0771	ASSO PHYSICIAN
BH00	0772	ASST PHYSICIAN
BH00	0774	SR DENTIST
BH00	0784	PHARMACIST SPEC
BH00	8009	SR PHARMACIST SUPVR
BH00	9240	HOSPITAL RADIATION PHYSICIST
BH00	9241	PHYSICIST, HOSPITAL RAD, ASST
BH00	9246	SR PHARMACIST
BH00	9247	STAFF PHARMACIST II
BH00	9248	STAFF PHARMACIST I
BI00	9534	TECHNICIAN, ANIMAL HEALTH IV
BI00	9609	STAFF RESEARCH ASSOC. V
BI00	9610	STAFF RESEARCH ASSO IV
BI00	9611	STAFF RESEARCH ASSO III
BI00	9612	STAFF RESEARCH ASSO II
BI00	9613	STAFF RESEARCH ASSO I
BI00	9614	STAFF RESEARCH ASSO IV SUPV
BI00	9615	STAFF RESEARCH ASSO III SUPV
BI00	9616	SRA II - SUPERVISOR

BI00	9617	STAFF RES ASSOC II-NONEXEMPT
CA00	0761	RESP THER V
CA00	5419	REGISTERED DIETETIC TECH
CA00	8041	ASSO NUC MED, CHR-SUP TECHNO
CA00	8793	TECHNICIAN, SURGICAL, PRIN
CA00	8913	SR PRACTITIONER, MENTAL HEALTH
CA00	8915	SR VOCATIONAL NURSE SUPV
CA00	8916	SR VOCATIONAL NURSE
CA00	8917	VOCATIONAL NURSE
CA00	8925	SR PSYCHIATRIC TECH
CA00	8929	TECHNICIAN, ORTHOPEDIC
CA00	8930	SR SURGICAL TECH
CA00	8931	SURGICAL TECH
CA00	8933	SR UROLOGY TECH
CA00	8944	PHYSICAL THERAPY ASSISTANT III
CA00	8945	ASST PHYSICAL THER II
CA00	8962	SR ELECTROCARDIOGRAPHIC TECH
CA00	8963	ELECTROCARDIOGRAPHIC
CA00	8965	PR ULTRASOUND TECHNO
CA00	8966	SR ULTRASOUND TECHNO
CA00	8967	ULTRASOUND TECHNO
CA00	8969	U/S, PRIN-SUPVR TECHNO
CA00	9003	SR NUCLEAR MEDICINE TECH
CA00	9008	DOSIMETRIST
CA00	9012	SR RADIATION THERAPY TECH
CA00	9013	RADIATION THPY TECHNO
CA00	9017	PR RADIOLOGIC TECHNO SUPV
CA00	9019	TECHNOLOGIST,RADIOLOGIC,CHIEF
CA00	9021	PR RADIOLOGIC TECHNO
CA00	9022	SR RADIOLOGIC TECHNO
CA00	9023	RADIOLOGIC TECHNO
CA00	9046	RESP THER IV
CA00	9047	RESP THER III
CA00	9048	RESP THER II
CA00	9049	REGISTERED RESP THER I
CA00	9050	RESP THER I
CA00	9058	EEG TECHNOLOGIST SUPVR
CA00	9059	PR ELECTRO
CA00	9061	EEG TECHNOLOGIST
CA00	9190	DENTAL HYGIENIST
CA00	9195	SUPVY DENTAL ASST
CA00	9196	REGISTERED DENTAL ASST
CA00	9198	REGISTERED DENTAL ASST (TEAC
CA00	9199	DENTAL ASST
CA00	9201	DENTAL ASST-SUPVR
CA00	9206	DENTAL ASST, REG--EXT. FUNC.
CA00	9218	TECHNICIAN II, CENTRAL STERILE
CA00	9219	TECHNICIAN III,CENTRAL STERILE
CA00	9226	PATIENT SUPPORT ASSISTANT
CA00	9228	OR SUPPORT ASSISTANT
CA00	9231	PATIENT CARE TECHNICIAN
CA00	9233	PATIENT CARE ASSISTANT
CA00	9234	PATIENT CARE ASSISTANT PERDIEM
CA00	9251	HOSPITAL___ASST III
CA00	9252	HOSPITAL___ASST II

CA00	9253	HOSPITAL___ASST I
CA00	9256	HOSPITAL___ASST II SUPVR
CA00	9265	TECHNICIAN, CENTRAL STERILE
CA00	9281	PHARMACY ASST III
CA00	9282	PHARMACY ASST II
CA00	9283	PHARMACY TECHNICIAN I
CA00	9298	TELEMETRY TECHNICIAN
CA00	9322	COMMUNITY HEALTH PROGRAM MGR
CA00	9323	COMMUNITY HLTH PROGRAM SUPV
CA00	9324	SR COMMUNITY HEALTH PROG
CA00	9325	COMMUNITY HEALTH PROGRAM REP
CA00	9397	TECHNICIAN II, GI ENDOSCOPY
CA00	9399	TECHNICIAN I, GI ENDOSCOPY
CB00	4802	COMPUTER RES. SPEC. SUPV, II
CB00	4804	COMPUTER RESOURCE SPEC. II
CB00	4805	COMPUTER RESOURCE SPEC. I
CB00	4811	COMPUTER OPERATIONS SUPVR
CB00	4812	SR COMPUTER OPERATOR
CB00	8292	TECHNICIAN, TELEVISION, SR
CB00	8293	TECHNICIAN, TELEVISION
CB00	8298	ELECTRICIAN TECH SUPV -
CB00	8640	DEVT TECH VMEDICAL FACILITY
CB00	8641	DEVT TECH IV-MED FAC
CB00	8652	MECHANICIAN, LAB, SR
CB00	8669	MECHANICIAN,LAB,PRIN-SUPVR-MF
CB00	8671	PR LABORATORY MECHANI FACI
CB00	8672	SR LABORATORY MECHANICIAN-MEDI
CB00	8681	PR ELECTRONICS TECH-ME
CB00	8682	SR ELECTRONICS TECH
CB00	8683	ELECTRONICS TECH MEDICAL FACI
CB00	9521	ANIMAL RESOURCES MGR
CB00	9522	ANIMAL RESOURCES SUPV
CB00	9523	PR ANIMAL TECH
CB00	9524	SR ANIMAL TECH
CB00	9525	ANIMAL TECH
CB00	9535	ANIMAL HEALTH TECH III
CB00	9536	ANIMAL HEALTH TECH II
CB00	9538	TECH, ANIMAL HEALTH, IV - SUPV
CB00	9602	LABORATORY ASST III
CB00	9603	LABORATORY ASST II
CB00	9604	LABORATORY ASST III - SUPVR
CB00	9605	LABORATORY ASST I
CC00	4031	LIFEGUARD
CC00	4106	CHILD DEVEL CNTR TEACH I-SUP
CC00	4107	CHILD DEVT CENTER TEACHER
CC00	4108	CHILD DEVT CENTER ASST
CC00	6101	PR ARTIST
CC00	6102	SR ARTIST
CC00	6103	ARTIST
CC00	6202	SR PROJECTIONIST
CC00	6452	PROGRAM REP III
CC00	6453	PROGRAM REP II
DA00	4620	COLLECTIONS MGR
DA00	4621	SR COLLECTIONS REP
DA00	4622	COLLECTIONS REP

DA00	4672	SR CLERK/SECRETARY
DA00	4673	CLERK
DA00	4687	SR HOSPITAL MEDICAL TRAN
DA00	4688	HOSPITAL MEDICAL TRANSCRIBER
DA00	4716	PATIENT RECORD ABTRACTOR IV
DA00	4717	PATIENT RECORD ABTRACTOR III
DA00	4718	PATIENT RECORD ABTRACTOR II
DA00	4719	PATIENT RECORD ABTRACTOR I
DA00	4722	____ ASST III
DA00	4723	____ ASST II
DA00	4724	____ ASST I
DA00	4726	____ ASST III SUPV
DA00	4727	____ ASST II SUPV
DA00	5215	DISPATCHER, PUB SAFETY, ASSIST
DA00	5216	PUBLIC SAFETY DISPATCHER
DA00	9031	PR ADMITTING WORKER
DA00	9032	SR ADMITTING WORKER
DA00	9035	ADMITTING WORKER, PRIN-SUPVR
DA00	9257	HOSPITAL UNIT SERVICE COORD III
DA00	9258	HOSPITAL UNIT SERV COORD II
DB00	6758	LIBRARY ASST V
DB00	6759	LIBRARY ASST IV
DB00	6760	LIBRARY ASST III
DB00	6761	LIBRARY ASST II
DB00	6762	LIBRARY ASST I
DB00	6765	LIBRARY ASST IV-SUPVR
DC00	4822	SR MAIL PROCESSOR
DC00	4823	MAIL PROCESSOR
DC00	4826	SR MAIL PROCESSOR SUPV
DC00	5060	STOREKEEPER, LEAD, SR
DC00	5061	STOREKEEPER, LEAD
DC00	5062	SR STOREKEEPER
DC00	5064	STOREKEEPER
DC00	5065	ASST STOREKEEPER
DC00	5070	STORES SUPVR, SR
DC00	5071	STORES SUPV
DC00	5076	STOREKEEPER, LEAD, MC
DC00	5077	STOREKEEPER, SENIOR, MC
DC00	5079	STOREKEEPER, MC
DD00	4762	LEAD REPOGRAPHICS TECH
DD00	4763	PR REPOGRAPHICS TECH
DD00	4768	REPOGRAPHICS SUPVR
EA00	8114	SR SUPERINTENDENT OF PHYSICAL
EA00	8115	SUPERINTENDENT OF PHYSICAL
EA00	8171	MECHANIC, PHY PLNT, SUPV, ASST
EA00	8172	SR PHYSICAL PLANT MECHANIC
EA00	8174	PHYSICAL PLANT MECHANIC
EA00	8181	PHYSICAL PLANT____SUPV (B)
EA00	8182	PHYSICAL PLANT____SUPV (A)
EA00	8211	LEAD BUILDING MAINTENANCE
EA00	8305	BLDG MAINTENANCE WRKR,LEAD,MC
EA00	8563	EQUIPMENT OPERATOR
EB00	4761	SR REPOGRAPHICS SUPV
FA00	5063	STORES WORKER
FA00	8212	SR BUILDING MAINTENANCE WORK

FA00	8306	BLDG MAINTENANCE WRKR, SR, MC
FA00	8485	PR AUTOMOTIVE EQUIPOPERATOR
FA00	8487	AUTO EQUIPMENT OPERATOR
FA00	8553	TRUCK DRIVER
GA00	8097	PHYSICAL PLANT LABORER/
GA00	9526	ASST ANIMAL TECH
GA00	9606	LABORATORY HELPER
HA00	5125	COOK, SENIOR, MC
HA00	5126	COOK, MC
HA00	5129	FOOD SERVICE WORKER, PRIN, MC
HA00	5130	FOOD SERVICE WORKER, SR, MC
HA00	5131	FOOD SERVICE WORKER, MC
HA00	5440	EXECUTIVE CHEF
HA00	5443	SR FOOD SERVICE MANAGER
HA00	5447	FOOD SERVICE MGR, ASST-SUPVR
HA00	5450	FOOD SERVICE SUPV, PRIN
HA00	5451	SR FOOD SERVICE WORKER SUPV
HA00	5452	LEAD FOOD SERVICE WORKER
HA00	5521	PRIN COOK
HA00	5523	COOK
HA00	5524	COOK, ASST
HA00	5650	PR FOOD SERVICE WORKER
HA00	5651	SR FOOD SERVICE WORKER
HA00	5652	FOOD SERVICE WORKER
HB00	5085	CUSTODIAN, LEAD, MC
HB00	5086	CUSTODIAN, SENIOR, MC
HB00	5110	PRIN CUSTODIAN SUPV
HB00	5111	SR CUSTODIAN SUPV
HB00	5112	CUSTODIAN SUPV
HB00	5113	LEAD CUSTODIAN
HB00	5116	SR CUSTODIAN
HB00	5200	MEETING ROOM CAPTAIN III(B)
HB00	5202	MEETING ROOM CAPTAIN II
HB00	5821	LINEN SERV WKER, SR HEAD
HB00	5822	LINEN SERVICE WORKER, HEAD
HB00	5833	LINEN SERVICE WORKER
HC00	5294	SECURITY OFFICER, SENIOR, MC
HC00	5325	SECURITY GUARD, SR-SUPVR
HC00	5327	SECURITY GUARD
HC00	5330	PARKING SUPV, PRIN
HC00	5332	LEAD PARKING REP
HC00	5333	SR PARKING REP
HC00	5334	PARKING REP
HC00	5335	PARKING ASST
HC00	5339	PARKING SUPVR
HE00	5313	POLICE SERGEANT
HE00	5323	POLICE OFFICER

**APPENDIX B**

**AFFIRMATIVE ACTION ACADEMIC JOB GROUPS**

## AFFIRMATIVE ACTION ACADEMIC JOB GROUPS

1. UCSF Academic Affirmative Action Job Groups have a four-digit code:

The 1st digit is an alpha code designating discipline and associated with a major organizational group:

- A = School of Dentistry
- B = School of Pharmacy
- C = School of Nursing
- D = School of Medicine (Basic Sciences)
- E = School of Medicine (Clinical Sciences)
- F = Miscellaneous

The 2nd digit is a dash separating the alpha code from the numeric code.

The 3rd and 4th digit designate academic series:

- 1 = Tenured ladder rank (Professor and Associate Professor)
- 2 = Nontenured ladder rank (Assistant Professor)
- 3 = Other faculty (In-Residence, Clinical, Adjunct, Clinical X)
- 4 = Lecturers
- 5 = Researchers
- 6 = Specialists
- 7 = Postgraduate Research (Non-student)
- 9 = Academic Administrators
- 11 = Librarians
- 12 = Miscellaneous

2. All academic title codes are coded by Systemwide to a CTO (class title outline). All CTO's have been coded and matched to one of the 12 categories listed above.

## UCSF AFFIRMATIVE ACTION ACADEMIC JOB GROUPS

### **A - School of Dentistry**

A-01	Tenured Ladder Rank
A-02	Nontenured Ladder Rank
A-03	Other Faculty
A-04	Lecturers
A-05	Researchers
A-06	Specialists
A-07	Postgraduate Research (non student)
A-09	Academic Administrators
A-12	Miscellaneous

### **B - School of Pharmacy**

B-01	Tenured Ladder Rank
B-02	Nontenured Ladder Rank
B-03	Other Faculty
B-04	Lecturers
B-05	Researchers
B-06	Specialists
B-07	Postgraduate Research (non student)
B-09	Academic Administrators
B-12	Miscellaneous

### **C - School of Nursing**

C-01	Tenured Ladder Rank
C-02	Nontenured Ladder Rank
C-03	Other Faculty
C-04	Lecturers
C-05	Researchers
C-06	Specialists
C-07	Postgraduate Research (non student)
C-09	Academic Administrators
C-12	Miscellaneous

**D - School of Medicine (Basic Sciences)**

D-01	Tenured Ladder Rank
D-02	Nontenured Ladder Rank
D-03	Other Faculty
D-04	Lecturers
D-05	Researchers
D-06	Specialists
D-07	Postgraduate Research (non student)
D-09	Academic Administrators
D-12	Miscellaneous

**E - School of Medicine (Clinical Sciences)**

E-01	Tenured Ladder Rank
E-02	Nontenured Ladder Rank
E-03	Other Faculty
E-04	Lecturers
E-05	Researchers
E-06	Specialists
E-07	Postgraduate Research (non student)
E-09	Academic Administrators
E-11	Librarians
E-12	Miscellaneous

**F - Miscellaneous**

F-01	Tenured Ladder Rank
F-02	Nontenured Ladder Rank
F-03	Other Faculty
F-04	Lecturers
F-05	Researchers
F-06	Specialists
F-07	Postgraduate Research (non student)
F-09	Academic Administrators
F-11	Librarians
F-12	Miscellaneous

**UCSF ACADEMIC AFFIRMATIVE ACTION  
ORGANIZATIONAL UNIT CODES**

**A - School of Dentistry**

5010 Deans Office  
5030 Department of Orofacial Sciences  
5040 Department of Cell & Tissue Biology  
5050 Dept of Preven & Restor Dntl Sci  
5080 Oral and Maxillofacial Surgery

**B - School of Pharmacy**

8010 Deans Office  
8020 Department of Clinical Pharmacy  
8030 Pharmaceutical Chemistry  
8040 Biopharmaceutical Science

**C - School of Nursing**

7010 Deans Office  
7020 Family Health Care Nrsg  
7030 Community Health Systems  
7040 Physiological Nursing  
7050 Social and Behavioral Science  
7060 Institute for Health & Aging

**D - School of Medicine (Basic Sciences)**

6014 S/M-Osher Ctr Integrative Med  
6020 Anatomy  
6040 Biochemistry and Biophysics  
6041 S/M-Biochem-Genetics Rck Hall  
6043 Med-Campus-Genetics  
6060 Epidemiology & Biostatistics  
6062 S/M Epi/Bio Inst Global Health  
6080 History of Health Sciences  
6110 Microbiology and Immunology  
6200 Cellular & Molecular Pharmacology  
6210 Physiology  
6211 Neuroscience

**D - School of Medicine (Basic Sciences), cont...**

- 6290 Hooper Foundation
- 6310 Institute for Health Policy Studies
- 6321 Immune Tolerance Network

**E - School of Medicine (Clinical Sciences)**

- 6030 Anesthesia & Perioperative Care
- 6031 Anesthesia, SFGH
- 6050 Dermatology
- 6070 FCM-Parnassus Heights
- 6071 FCM-Parnassus Heights
- 6072 FCM-Braveman Projects
- 6073 FCM-Family Hlth Outcomes Proj
- 6074 FCM-Natl Hiv/ Aids Consult Ctr
- 6075 FCM-Pacific Aids Edu/Train Ctr
- 6076 FCM-Volunteer/WOS Faculty
- 6079 FCM-Quality Imprvmt Corr'l Med
- 6090 Laboratory Medicine
- 6100 Medicine
- 6101 Med-Campus-Gim
- 6102 Medicine-Genl Clin Resr Ctr Gh
- 6104 Medicine, SFGH -Admin
- 6105 Emergency Service, SFGH
- 6106 Dept Of Medicine-VAMC
- 6107 Med-Mtz-Admin
- 6108 Med-Campus-Gim-Msp Physicians
- 6109 Med-Campus-Occ Med
- 6111 Med-Campus-Emerg Med
- 6112 Med-Campus-Nephrology
- 6113 Med-Central-Research-Kerlikows
- 6114 Med-Campus-Id
- 6115 Med-Campus-Id-Aids
- 6116 Med-Campus-Allergy
- 6117 Med-Campus-Hem Onc
- 6118 Med-Campus-Residency Program
- 6119 Med-Campus-Pulmonary
- 6120 Neurological Surgery
- 6122 Neurological Surgery Administration
- 6123 Med-VAMC-Geriatrics
- 6124 Med-SFGH-Id

6126 Med-Campus-Gi  
6127 Med-Campus-Cardio  
6128 Med-Campus-Admin  
6129 Med-Campus-Allergy Lab  
6130 Neurology  
6135 Med-Campus-Endo  
6136 Med-Campus-Hospitalists  
6137 Med-Campus-Gim-Med Ethics  
6138 Med-Campus-Rheumatology  
6140 OB/GYN & Reproductive Sciences  
6143 OB/GYN Reproductive Bio Div  
6144 OB/GYN SFGH  
6145 OB/GYN SFGH-Nurse Midwife Educ  
6146 OB/GYN-SFGH-Repro Hlth Ctr  
6147 OB/GYN SFGH Pro Fee & Related  
6148 OB/GYN SFGH Crhrp  
6149 OB/GYN SFGH-New Genrtn Hlth Ctr  
6150 Ophthalmology  
6151 OB/GYN-Gynocolgy Oncology Div  
6153 Med-SFGH-Pulmonary  
6154 Med-SFGH-Gi  
6155 OB/GYN-Perinatal Med/Genetics  
6156 OB/GYN-Gynecological Division  
6157 OB/GYN Urogyn  
6158 OB/GYN-Rei Division  
6159 OB/GYN Rei Research  
6160 Orthopedic Surgery  
6161 Orthopedic Surgery-SFGH  
6163 Med-SFGH-Clin Pharm  
6164 Med-SFGH-Rice Liver Lab  
6165 Med-SFGH-Aids-Hematology  
6166 Med-SFGH-Rheumatology  
6167 Med-SFGH-Aids  
6168 Med-SFGH-Cardiology  
6169 Med-SFGH-Gim  
6170 Otolaryngology  
6172 Med-SFGH-Lung Biology Ctr  
6173 Med-SFGH-OCC Med  
6174 Med-SFGH-Endo-Metab  
6175 Med-SFGH-Id-Epi Ctr  
6176 Med-SFGH-Nephrology  
6180 Pathology  
6186 Med-SFGH-Experimental Med

6190 Pediatrics  
6191 Pediatrics-Campus-Pro Fees  
6192 Pediatrics-Campus-Neonatology  
6193 Pediatrics-Campus-Critical Car  
6194 Pediatrics-Campus-Adolescent  
6195 Pediatrics-Campus-Cardiology  
6220 Psychiatry - SFGH  
6221 Psychiatry SFVAMC  
6222 Psych-Aids Health Project  
6223 Psychiatry  
6230 Radiation Oncology  
6240 Radiology  
6250 Surgery  
6260 Urology  
6270 Cancer Research Institute  
6280 CVRI  
6320 S/M-Diabetes Center  
6340 Institute for Neurogenerative Diseases  
6360 Physical Therapy & Rehabilitation Service  
6400 Fresno Med Ed Program  
6420 AHEC  
6617 Cancer Center

## **F - Miscellaneous**

1120 LPPI - Instruction & Research  
1121 LPPI - Hospital & Clinics  
1122 LPPI - Instru & Research - SFGH  
1140 Proctor Foundation  
1150 Library  
1170 Laboratory Animal Resource Center  
1210 Office of Research Services

**UCSF ACADEMIC TITLE CODES  
BY ACADEMIC JOB GROUP  
AS OF 10/31/2008**

<b>Job Group</b>	<b>Title Code</b>	<b>Job Title</b>
A001	1110	PROF - FISCAL YEAR
A001	1539	ASSO PROF-GENCOMP-A
A001	1541	PROF-GENCOMP-A
A001	1739	ASSOCIATE PROFESSOR-GENCOMP-B
A001	1741	PROF-GENCOMP-B
A002	1537	ASSISTANT PROFESSOR-GENCOMP-A
A002	1737	ASST PROF-GENCOMP-B
A003	1462	PROF OF CLIN ____- GENERAL H
A003	1463	ASO PROF OF CLIN ___-GENCOMP-A
A003	1464	AST PROF OF CLIN____-GENCOMP-A
A003	1548	ASST ADJUNCT PROF-GENCOMP-A
A003	1570	ASST PROF IN RES FY-GENCOMP
A003	1744	ASST PROF-IN RES-GENERAL HE
A003	1748	ASST ADJUNCT PROF- GENERAL HE
A003	1749	ASSO ADJUNCT PROF- GENERAL HE
A003	1750	ADJUNCT PROF-GENERAL HEALTH
A003	1793	ASSO CLIN PROF- GENERAL HEALTH
A003	1794	CLIN PROF-GENCOMP-B
A003	1812	ASST CLIN PROF- GENCOMP-A
A003	1813	ASSOC CLIN PROF-GENCOMP-A
A003	1814	CLIN PROF-GENCOMP-A
A003	2010	CLIN PROF FISCAL YEAR
A003	2016	CLIN PROF RECALLED TOACTIVE DU
A003	2030	ASSO CLIN PROF -FISCAL YEAR
A003	2050	ASST CLIN PROF -FISCAL YEAR
A003	2070	CLINICAL INSTRUCTOR-FISCAL YR
A003	3259	ADJUNCT PROF-FISCAL YEAR
A003	3269	ASSO ADJUNCT PROF - FISCAL YEA
A003	3289	ADJUNCT INSTRUCTOR - FISCAL YR
A005	3210	ASSO RESEARCH -- - FISCAL Y
A005	3220	ASST RESEARCH -- - FISCAL Y
A006	3310	ASSO SPEC
A006	3320	ASST SPEC
A006	3330	JUNIOR SPEC
A009	0843	ACADEMIC COORD II - FISCAL YR
B001	1719	ASSO PROF MEDICAL SCHOOL C
B001	1739	ASSOCIATE PROFESSOR-GENCOMP-B
B001	1740	ACT ASSOC PROFESSOR-GENCOMP-B
B001	1741	PROF-GENCOMP-B
B002	1737	ASST PROF-GENCOMP-B
B002	1738	ACT ASST PROFESSOR-GENCOMP-B

B003	1456	PROF OF CLIN___ -GENERAL
B003	1457	ASO PROF OF CLIN___-GENCOMP-B
B003	1458	AST PROF OF CLIN___-GENCOMP-B
B003	1746	PROF-IN-RES-GENERALHEALTH SCIE
B003	1748	ASST ADJUNCT PROF- GENERAL HE
B003	1749	ASSO ADJUNCT PROF- GENERAL HE
B003	1750	ADJUNCT PROF-GENERAL HEALT
B003	1792	ASST CLIN PROF- GENCOMP-B
B003	1793	ASSO CLIN PROF- GENERAL HEALTH
B003	1794	CLIN PROF-GENCOMP-B
B003	2010	CLIN PROF FISCAL YEAR
B003	2016	CLIN PROF RECALLED TOACTIVE DU
B003	3259	ADJUNCT PROF-FISCAL YEAR
B004	1634	LECT - FISCAL YEAR
B005	3200	RESEARCH _____ - FISCAL YEAR
B005	3210	ASSO RESEARCH -- - FISCAL Y
B005	3220	ASST RESEARCH -- - FISCAL Y
B006	3220	ASST RESEARCH -- - FISCAL Y
B006	3300	SPEC
B006	3310	ASSO SPEC
B006	3320	ASST SPEC
B006	3330	JUNIOR SPEC
B009	0845	ACAD COORD III - FISCAL YEA
B009	1067	ACAD-ADMINISTRATOR VII
B012	3802	___ RECALL
C001	1565	ASSO PROF-FISCAL YEAR-GENER
C001	1567	PROF-FISCAL YEAR GENERAL HEA
C002	1563	ASST PROF-FISCAL YEAR-GENER
C003	1572	PROF IN RES FISCAL YEAR-GENER
C003	1574	ASST ADJUNCT PROF -FISCAL YE GENCOMP
C003	1575	ASSO ADJUNCT PROF- FISCAL YEA
C003	1576	ADJUNCT PROF-FISCAL YEAR-GENER
C003	1808	ASST CLIN PROF -FISCAL YEAR
C003	1809	ASSOC CLIN PROF -FISCAL YEAR
C003	1810	CLIN PROF-FISCAL YEAR-GENE
C003	2050	ASST CLIN PROF -FISCAL YEAR
C003	3279	ASST ADJUNCT PROF -FISCAL YE
C005	3220	ASST RESEARCH -- - FISCAL Y
C006	3300	SPEC
C009	0843	ACADEMIC COORD II - FISCAL YR
C009	0845	ACAD COORD III - FISCAL YEA
C009	1066	ACAD-ADMINISTRATOR VI
C009	1067	ACAD-ADMINISTRATOR VII
D001	1739	ASSOCIATE PROFESSOR-GENCOMP-B
D001	1741	PROF-GENCOMP-B
D002	1737	ASST PROF-GENCOMP-B
D002	1738	ACT ASST PROFESSOR-GENCOMP-B
D003	1724	ASST PROF IN RES - MEDI

D003	1728	ASST ADJUNCT PROF - MEDICAL SC
D003	1744	ASST PROF-IN RES-GENERAL HE
D003	1745	ASSO PROF-IN RES-GENERAL HE
D003	1746	PROF-IN-RES-GENERALHEALTH SCIE
D003	1747	ADJUNCT INST-GENERAL HEALTH
D003	1748	ASST ADJUNCT PROF- GENERAL HE
D003	1749	ASSO ADJUNCT PROF- GENERAL HE
D003	1750	ADJUNCT PROF-GENERAL HEALT
D003	3259	ADJUNCT PROF-FISCAL YEAR
D003	3279	ASST ADJUNCT PROF -FISCAL YE
D004	1634	LECT - FISCAL YEAR
D005	3200	RESEARCH _____ - FISCAL YEAR
D005	3210	ASSO RESEARCH --- FISCAL Y
D005	3220	ASST RESEARCH --- FISCAL Y
D006	3220	ASST RESEARCH --- FISCAL Y
D006	3300	SPEC
D006	3310	ASSO SPEC
D006	3320	ASST SPEC
D006	3330	JUNIOR SPEC
D009	0841	ACADEMIC COORD I - FISCAL YR
D009	0843	ACADEMIC COORD II - FISCAL YR
D009	0845	ACAD COORD III - FISCAL YEA
D009	1065	ACAD-ADMINISTRATOR V
D009	1066	ACAD-ADMINISTRATOR VI
E001	1110	PROF - FISCAL YEAR
E001	1719	ASSO PROF MEDICAL SCHOOL C
E001	1721	PROF - MEDICAL SCHOOL CLIN
E001	1722	ACT PROFESSOR-MEDCOMP-A
E001	1739	ASSOCIATE PROFESSOR-GENCOMP-B
E001	1741	PROF-GENCOMP-B
E001	1761	PROF-MEDICAL SCHOOL CLIN
E002	1717	ASST PROF MEDICAL SCHOOL C
E002	1737	ASST PROF-GENCOMP-B
E002	1757	ASSISTANT PROFESSOR-MEDCOMP-B
E003	1451	ASSOC PROF OF CLINICAL___
E003	1453	PROF OF CLIN___ -MEDICAL
E003	1454	ASSO PROF OF CLIN___-ME
E003	1455	ASST PROF OF CLIN___-ME
E003	1459	PROF OF CLIN___-MEDCOMP-B
E003	1460	ASO PROF OF CLIN ___-MEDCOMP-B
E003	1465	PROF OF CLIN ___-FY-MEDCOMP
E003	1724	ASST PROF IN RES - MEDI
E003	1725	ASSO PROF IN RES - MEDI
E003	1726	PROF IN RES MEDICAL SCHOOL CL
E003	1727	ADJUNCT INST MEDICAL SCHO
E003	1728	ASST ADJUNCT PROF - MEDICAL SC
E003	1729	ASSO ADJUNCT PROF-MEDCOMP-A
E003	1730	ADJUNCT PROF MEDICAL SCH

E003	1731	CLIN INST MEDCOMP-A
E003	1732	ASST CLIN PROF -MEDICAL SCHOOL
E003	1733	ASSO CLIN PROF -MEDICAL SCHOOL
E003	1734	CLIN PROF MEDCOMP-A
E003	1744	ASST PROF-IN RES-GENERAL HE
E003	1745	ASSO PROF-IN RES-GENERAL HE
E003	1746	PROF-IN-RES-GENERALHEALTH SCIE
E003	1747	ADJUNCT INST-GENERAL HEALTH
E003	1748	ASST ADJUNCT PROF- GENERAL HE
E003	1749	ASSO ADJUNCT PROF- GENERAL HE
E003	1750	ADJUNCT PROF-GENERAL HEALT
E003	1765	ASSO PROF-IN RES-MEDICAL SC
E003	1766	PROF-IN-RES MEDICAL SCHOOL CL
E003	1767	ADJUNCT INSTRUCTOR-MEDCOMP-B
E003	1768	ASST ADJUNCT PROF-MEDCOMP-B
E003	1769	ASSO ADJUNCT PROF- MEDICAL SC
E003	1770	ADJUNCT PROF-MEDICAL SCHOO
E003	1771	CLIN INST MEDCOMP-B
E003	1772	ASST CLIN PROF- MEDICAL SCHOOL
E003	1773	ASSO CLIN PROF- MEDICAL SCHOOL
E003	1774	CLIN PROF MEDCOMP-B
E003	1885	ASSO PROF IN RES
E003	2010	CLIN PROF FISCAL YEAR
E003	2016	CLIN PROF RECALLED TOACTIVE DU
E003	2030	ASSO CLIN PROF -FISCAL YEAR
E003	2050	ASST CLIN PROF -FISCAL YEAR
E003	2070	CLINICAL INSTRUCTOR-FISCAL YR
E003	3251	PROF OF -- IN RES - FI
E003	3259	ADJUNCT PROF-FISCAL YEAR
E003	3261	ASSOC PROF IN RESIDENCE- FY
E003	3269	ASSO ADJUNCT PROF - FISCAL YEA
E003	3279	ASST ADJUNCT PROF -FISCAL YE
E004	1634	LECT - FISCAL YEAR
E005	3200	RESEARCH ____ - FISCAL YEAR
E005	3210	ASSO RESEARCH -- - FISCAL Y
E005	3220	ASST RESEARCH -- - FISCAL Y
E006	3300	SPEC
E006	3310	ASSO SPEC
E006	3320	ASST SPEC
E006	3330	JUNIOR SPEC
E009	0841	ACADEMIC COORD I - FISCAL YR
E009	0843	ACADEMIC COORD II - FISCAL YR
E009	0845	ACAD COORD III - FISCAL YEA
E009	1064	ACADEMIC ADMINISTRATOR IV
E009	1065	ACAD-ADMINISTRATOR V
E009	1066	ACAD-ADMINISTRATOR VI
E009	1067	ACAD-ADMINISTRATOR VII
E011	3617	ASSO LIBRARIAN-POTNTL CAREER

E012	3802	___ RECALL
F001	1721	PROF - MEDICAL SCHOOL CLIN
F003	1724	ASST PROF IN RES - MEDI
F003	1725	ASSO PROF IN RES - MEDI
F003	1728	ASST ADJUNCT PROF - MEDICAL SC
F003	1731	CLIN INST MEDCOMP-A
F003	1749	ASSO ADJUNCT PROF- GENERAL HE
F006	3300	SPEC
F006	3310	ASSO SPEC
F009	0841	ACADEMIC COORD I - FISCAL YR
F009	1067	ACAD-ADMINISTRATOR VII
F011	3612	LIBRARIAN - CAREER STATUS
F011	3617	ASSO LIBRARIAN-POTNTL CAREER
F012	3802	___ RECALL

**APPENDIX C**

**CAMPUSWIDE WORKFORCE ANALYSIS**

## WORKFORCE ANALYSIS

### Organizational Unit Codes

Each department at UCSF has been assigned a four-digit unit code. Each department is further assigned to one of the major organizational groups on the basis of line/functional reporting relationships. The first two digits of each organizational unit code denote the major organizational group to which each department is assigned. All UCSF employees are identified organizationally under UCSF's Affirmative Action Plan, regardless of physical location. Due to the nature of UCSF's mission and because of space issues, employees are located in many different locations, some as far away as Sacramento and Fresno. The organizational unit code, to a certain extent, also identifies the location of the department. For example, organizational code 6400 (Fresno Medical Education Program) is under the School of Medicine (6000) but is specifically located in Fresno, California. Other locations include Langley Porter Psychiatric Institute (LPPI), the Mission Bay Campus, which opened in 2003 and continues in construction, UCSF Mt. Zion, China Basis Imaging Center, Lakeshore Medical Group, Lakeside Senior Medical Center, Women's Health-Bay Springs, and Women's Health - Daly City (OB-Gyn).

### Workforce Analysis

A workforce analysis was conducted to gather and organize data on the number of academic and staff employees, as of October 31, 2008, at UCSF, by sex, ethnic group, and by department<sup>1</sup>. It does not include casual, per diem or temporary employees.

For each department, data are displayed separately for academic and staff employees by title, lowest to highest paid. (Formal lines of progression for UCSF employees do not exist except as defined by academic personnel policy as promotions within a title series.)

For each title, the minimum and maximum monthly salary ranges are provided except where salaries are "by agreement," or the title codes are temporary, visiting, acting, or without salary titles.

For each job title in a department, the total number of employees, the total number of male and female employees, and the total number of male and female

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<sup>1</sup> UCSF Chancellor is included in the UCOP AAP workforce analysis .

employees within each ethnic group (Black, Asian/Pacific Islander, American Indian/Alaskan native, and Hispanic) are reported.

Workforce data were obtained from UCSF's employee data base and included those employees on the payroll as of October 31, 2008.

A copy of the workforce analysis is available for review at the Affirmative Action, Equal Opportunity, & Diversity office and in the Chancellor's Office. The report provides detail on the number of academic and staff employees at UCSF, by sex and ethnic group, by department.

On request from the Office of Academic Affairs, the following titles were excluded from the academic availability analysis and thus from the computation of goals in the academic utilization analysis because they are of a temporary nature. However, they are reflected in the academic workforce analysis:

TITLE

- Professorial-Recall
- Professorial-Emeritus
- Lecturer - Security of Employment - Emeritus
- Professor in Residence - Emeritus
- Visiting Professor
- Professorial Research - Visiting
- Professorial Research - Recall
- Miscellaneous Titles
- Miscellaneous Titles
- Miscellaneous Titles
- Visiting (\_\_\_\_\_) - PostDoc

**ORGANIZATIONAL UNIT CODES  
AS OF 10/31/2008**

<b>Org Unit</b>	<b>Dept Num</b>	<b>Dept Title</b>
1010	031673	CHANCELLOR'S IMMEDIATE OFFICE
1100	650637	EXECUTIVE VICE CHANCELLOR
1110	046569	ACADEMIC AFFAIRS
1120	072851	LPPI: INSTR & RESEARCH
1121	915558	LPI-HOSPITAL & CLINICS
1122	134624	LPPI: INSTRU & RESEARCH - SFGH
1125	704223	LPPI MEDICAL POSTGRAD ED
1126	715845	LPPI TREATMENT RESEARCH CNTR
1130	076599	GRADUATE DIVISION
1140	078775	PROCTOR FOUNDATION
1150	079426	LIBRARY
1160	079587	INSTRUCTIONAL & RES TECH SERV
1170	575274	LAB ANIMAL RESOURCE CENTER
1171	406331	CELL CULTURE
1180	097040	OFFICE OF SPONSORED RESEARCH
1181	054906	INDUSTRY CONTRACTS DIVISION
1190	084991	ACADEMIC SENATE
1200	156075	ASSC VC-STUDENT ACAD AFFAIRS
1201	060837	STUDENT FINANCIAL AID.
1202	236998	CTR FOR SCI EDUC & OPPORTUNITY
1203	821285	STUDENT INFORMATION SYSTEMS
1210	019615	ASSOC VC RESEARCH
1221	216411	STUDENT HEALTH SERVICES
1222	185864	OFFICE OF STUDENT LIFE
1223	055424	OFFICE OF THE REGISTRAR
1224	613330	INTEL STUDENTS&SCHOLARS
1230	151427	ENVIRONMENTAL HEALTH & SAFETY
1231	049995	OFFICE TECHNOLOGY MANAGEMENT
1232	165635	VC RESEARCH QB3 INSTITUTE
1310	101785	VC-ADMINISTRATION & FINANCE
1311	117661	AUDIT
1312	118811	OFFICE OF LEGAL AFFAIRS
1313	370681	WORK-LIFE RESOURCE CENTER
1321	123921	POLICE
1323	465473	RISK MGMT AND INSURANCE SVCS
1360	380180	ASST VICE CHANC-BUDGET/FINANCE
1365	478021	Controller's Office Operations
1370	038514	BUDGET/RESOURCE MANAGEMENT
1375	135053	CAMPUS PROCUREMENT&BUS CONTRS
1410	305226	OAAIS BUSINESS & RESOURCE MGMT

1415	076820	ENTERPRISE INFO SECURITY
1416	102203	ACADEMIC RESEARCH SYSTEMS
1417	127268	OAAIS
1418	775263	APPLICATION SERVICES
1420	097326	CUSTOMER SUPPORT SERVICES
1425	899674	AVCA PROGRAM MANAGEMENT OFFICE
1425	899674	PROGRAM MANAGEMENT OFFICE
1440	357134	Information & Technology Svcs
1445	710957	ENTERPRISE NETWORK SERVICES
1451	135865	DOCUMENTS AND MEDIA
1452	137505	MAILING SERVICES
1520	146247	FACILITIES MGMT/CAP PROJECTS
1610	153461	VC-UNIV ADVANCEMENT & PLANNING
1615	776725	UNIVERSITY RELATIONS
1620	155101	CAMPUS PLANNING
1630	114646	REAL ESTATE SERVICES
1640	156093	DEVELOPMENT
1650	104354	CENTER FOR GENDER EQUITY
1660	156761	PUBLIC AFFAIRS
1670	316697	COMMUNITY AND GOVERNMENTAL REL
1671	097157	COMMUNITY/GOVERNMENT RELATIONS
1710	981165	AVC-ADMINISTRATION
1714	124154	CLS IT ADMINISTRATION
1715	594164	FINANCIAL SERVICES (AVCA)
1720	173939	HUMAN RESOURCES
1730	178113	AFFIRMATIVE ACTION
1761	203407	MU FITNESS AND RECREATION
1762	204852	BOOKSTORE
1763	680784	TECHNOLOGY STORE
1765	215234	CHILD CARE SERVICES
1766	179988	PARKING OPERATIONS
1767	183456	TRANSPORTATION OPERATIONS
1769	275133	CLS IMMED OFF ASST VICE CHANC
1770	434685	CLS-MARKETING AND PLANNING
1771	481259	DISTRIBUTION & STORAGE
1773	696857	CLS FINANCE
1774	712704	CLS P&S ADMINISTRATION
1775	590168	MB CONFERENCE SERVICES
1776	995301	CLS MB FACILITIES MANAGEMENT
1777	537066	HOUSING ADMIN
1778	035599	HOUSING MISSION BAY
1779	668628	HOUSING URP
1780	966020	HOUSING ALDEA
1781	240812	TRANSPORTATION SERVICES ADMIN
1782	294096	DMMRS ADMIN
1783	421387	CLS INFORMATION SYSTEMS
1784	455055	CLS-HUMAN RESOURCES
1785	628609	CLS BUS SYSTEMS DEVELOPMENT

2016	483998	MC3-CC-MELANOMA TREAT CTR MZ
2017	770972	MC3-CC-SHUMATE 2 COMMON EXP
2018	781693	MC3-CC-HEAD&NECK SURG CLIN MA
2019	815933	MC3-CC-2ND FLOR COMMON EXP
2020	709184	MC3-CC-3RD FLOR COMMON EXP
2021	947284	MC3-CC-4TH FLR COMMON EXP
2022	939550	MC3-CC-ORTHO SURG CLIN MA
2023	426060	MC3-CC-THORACI SURGERY
2024	302238	MC3-CC-BREAST SURGERY
2025	562901	MC3-CC-BREAST MEDICINE
2026	832718	MC3-CC-URO SURGERY
2027	249163	MC3-CC-URO MEDICINE
2030	527479	MC3-CC-GYN-ONCOLOGY
2031	722739	MC3-CC-MELANOMA SURG
2032	191303	MC3-CC-GI ONCOLOGY
2033	255985	MC3-CC-GYN-ONC/DYSPI COMMON EX
2034	836778	MC3-CC-GI SURGICAL ONCOL
2035	359999	MC3-CC-ENDO SURG/ONCOL
2036	145159	MC3-CC-THORACIC ONCOL
2038	950448	MC3-CC-DYSPLASIA
2040	492489	MC3-CC-SYMPTON MANAGEMENT
2041	842814	MC3-CC-MELANOMA ONCOL
2042	609201	MC3-CC-INVESTIGATIONALTHERAP
2061	676511	MC3-PAIN MANAGEMENT
2062	099486	MC3-SOM ANESTHESIA MC
2072	918378	MC3-DERM-PHOTOTHERAPY
2073	448313	MC3-DERM SURGERY CLINIC MZ
2074	199537	MC3-DERM CLINIC MZ
2082	557533	MC3-SOM DERM/PATH-MZ
2090	257368	MC3-EMERGENCY MEDICINE
2100	830989	MC3-UCSF FAM MED CTR-LAKESHORE
2133	350042	MC3-SCREENING & ACUTE CARE CLN
2134	390552	MC3-DIV OF GENL MEDICINE
2138	148003	MC3-POSITIVE CARE CLN
2139	426747	MC3-RENAL CLN
2142	108369	MC3-CARDIOLOGY CLN
2143	511547	MC3-ALLERGY CLINIC
2145	487832	MC3-RHEUMATOLOGY CLN
2146	800235	MC3-HEMA/ONCOL CLN
2147	633014	MC3-BEHAVIORAL MED CLN
2148	339235	MC3-ANTICOAGULATION PROGRAM
2150	670580	MC3-GEN INTR MED MZ
2163	287978	MC3-ENDO/META FAC PRAC-ACC
2171	475355	MC3-ENDOCRING PRACTICE-MZ
2175	549115	MC3-OUTPATIENT HEPATOLOGY
2177	953597	MC3-SOM MED-GASTRO MZ
2183	204816	MC3-SOM MED-SLEEP CTR MZ
2191	525168	MC3-SOM MED-CNT PRAC MGMT

2192	605296	MC3-SOM MED-GI INC LIMIT PLAN
2211	970827	MC3-ADULT NEUROLOGY CLN
2213	745028	MC3-MIGRAINE CTR
2214	700218	MC3-SOM NEURO-PEDS
2220	346147	MC3-SOM NEURO-MULTISCLEROSIS
2221	426667	MC3-SOM NEURO-ALS CTR
2224	380313	MC3-SOM NEURO-EPILEPSY CTR
2225	939195	MC3-SOM NEURO-NEUROVASCUL SVC
2231	196987	MC3-SOM NEUROSURGRY-GENERAL
2232	893493	MC3-SOM NEUROSUR-NEURO-ONCOLOG
2233	075493	MC3-SOM NUEROSUR-ADMIN
2234	765826	MC3-NEURO-SPINE SVC
2241	945366	MC3-GYN-CLN-FOGG
2242	925823	MC3-OB CLN-FOGG
2243	415401	MC3-OB/GYN FAC PRACT MZ
2244	683193	MC2-CLINICS OB/GYN
2245	546788	MC3-SOM OB/GYN-DEPT CLN ADMIN
2246	768271	MC3-SOM OB/GYN-FERTILITY
2248	093231	MC3-SOM OB/GYN-CTR REPROD HLTH
2249	896533	MC3-SOM OB/GYN-WOMEN'S OPT CTR
2250	144953	MC3-WOMEN'S HEALTH PRIM CARE
2251	264957	MC3-CTR FOR REPROD HLTH-MARIN
2252	440678	MC3-SOM OB/GYN-CVX
2261	066591	MC3-OPHTHA-OCULAR PLASTICS
2262	495039	MC3-OPHTHA-PEDIATRICS
2263	604812	MC3-OPHTHA-GLAUCOMA
2264	971853	MC3-OPHTHA-VITREOUS/RETINA
2266	557463	MC3-OPHTHA-GENERAL
2267	395174	MC3-OPHTHA-RESIDENT
2268	200794	MC3-OPTICAL DISPENSING CLN
2269	776618	MC3-OPHTHA-OCULAR ONCOLOGY
2270	148156	MC3-OPHTHA-CORNEA
2271	359917	MC3-SOM OPTH-REFRACTIVE SUR
2272	374954	MC3-SOM OPTH-ADMIN
2282	765005	MC3-SOM ORTHOSUR-SPINE
2283	734405	MC3-SOM ORTHOSUR-FAC PRACT
2284	473918	MC3-SOM ORTHOSUR-ADMIN
2285	997014	MC3-SOM ORTHOSUR-ARTHROPLASTY
2286	152239	MC3-SOM ORTHOSUR-PEDS
2288	379904	MC3-SOM ORTHOSUR-FAC PRACT MZ
2289	218650	MC3-SOM ORTHOSUR-HAND MZ
2290	598437	MC3-SOM OTRHOSUR-SPORTS MZ
2291	762721	MC3-SOM ORTHOSUR-FOOT/ ANKLE MZ
2301	995800	MC3-SOM OTOLA-FACULTY PRAC
2303	316125	MC3-SOM OTO-FACIAL PLAS SUR MZ
2304	145943	MC3-SOM OTOLA-COCHLEAR IMPLANT
2305	946873	MC3-OTOLARYNGOLOGY-VOICE CTR
2312	673989	MC3-SOM PATH-SURGICAL

2323	593995	MC3-SOM PEDS-BONE MAR TRANS
2324	010099	MC3-SOM PEDS-GASTOL/LIVER TRNS
2326	157948	MC3-SOM PEDS-REHAB I/P-LONG
2327	093570	MC3-TEEN CLINIC
2328	401577	MC3-PRIM PEDS CLINIC
2329	580222	MC3-PEDS SPECIALITIES CLN
2330	829447	MC3-CHILDREN'S RENAL CTR
2332	198789	MC3-OUTPATIENT PEDS HEART CTR
2333	416712	MC3-GENERAL PEDS MZ
2338	949638	MC3-SOM PEDS-CARDIOLOGY
2339	467042	MC3-SOM PEDS-ENDOCRINOLOGY
2341	972068	MC3-SOM PEDS-IMMU/RHEUMATOLOGY
2342	169052	MC3-SOM PEDS-ONCOLOGY
2344	562108	MC3-SOM PEDS-NEPHROLOGY
2345	493004	MC3-SOM PEDS-PULMONARY/CF
2346	072708	MC3-SOM PEDS-GENETICS
2349	001018	MC3-SOM PEDS-NEONATO O/P F/U
2353	397029	MC3-SOM PEDS-VALLEY CARE O/P
2371	835458	MC3-SOM PT-PROF PRAC
2372	211871	MC3-SOM PT-PROF PRACT MZ
2391	933164	MC3-SOM RAD ONC-GENERAL
2396	303978	MC3-SOM RAD ONC-MZ
2421	530866	MC3-SOM SUR-ADMIN
2422	338619	MC3-SUR-PEDS-CARDIOTHORACIC
2423	272181	MC3-SOM SUR-GENERAL
2425	882030	MC3-SOM SUR-LIVERS
2426	141670	MC3-SOM SUR-PEDS
2427	544478	MC3-SOM SUR-PLAS/RECONS
2428	280136	MC3-SOM SUR-VASCULAR
2429	755454	MC3-SOM SUR-CARDIOTHORACIC-AD
2430	709889	MC3-CTR FOR COLORECTAL SUR
2442	736341	MC3-SOM URO-FAC PRACT
2594	520305	MC3-SPEC EVENTS & COMM RELATS
2600	443210	MC3-CONCIERGE PROGRAM
2610	982306	MC3-EXECUTIVE HEALTH ML
2622	632435	MC3-MC ADMINISTRATION
2731	717816	MC3-ADMIS & REGIS-ML
2732	408366	MC3-ADMIS & REGIS-MZ
2750	022503	MC3-DECISION SUPPORT SVC
2761	113371	MC3-MC ACCOUNTING
2762	114058	MC3-MC ACCOUNTS PAYABLE
2763	476817	MC3-MC PAYROLL
2781	979819	MC3-REV MGMT STRATEGIES
2782	955354	MC3-HLTH PLAN STRAT/CONTRACT
2800	365429	MC3-PATIENT FINANCIAL SVC
2810	031361	MC3-REIMBURSEMENT SVC
2823	959289	MC3-SCH OF MED AGREEMENTS
2911	750734	MC3-IT-GENL ACCTG APPLICATIONS

2912	266848	MC3-IT-IDX/SMS
2913	464651	MC3-IT-CLINICAL APPLICATIONS
2914	713437	MC3-IT-APPLICATIONS
2921	710644	MC3-IT-CLIN INFO SYS
2922	656837	MC3-IT-CARECAST-CAPITAL
2934	022406	MC3-IT-CUSTOMER SERVICES
2942	948611	MC3-IT-SERVER ENGIN & TECHNOLO
2943	370994	MC3-IT-FIELD SVC
2944	885974	MC3-IT-TELECOM PROJ & INSTALL
2945	165779	MC3-IT-INFRASTRUCTURE OPERAT
2946	114959	MC3-IT-NETWORK ARCHIT & SECUR
2947	159081	MC3-IT-INTERNET SERVICES
2948	860269	MC3-IT-INFAS/SECURITY MGRS
2949	371699	MC3-IT-INFRA-CAPITAL PROJECTS
2960	025127	MC3-IT-PROJECT MANAGEMENT OFF
2980	277060	MC3-IT-OFFICE OF CIO
3010	019465	MC3-MEDICAL RISK MANAGEMENT
3020	187737	MC3-MEDICAL STAFF OFFICE
3031	994320	MC3-INFECTIOIN CONTROL
3032	586770	MC3-REGULATORY AFFAIRS
3033	268702	MC3-QUALITY SVC
3056	224233	MC3-AMBUL EXEC OFFICE
3061	655696	MC3-BONE MARROW TRANSPLANT PRG
3062	791067	MC3-VOICE LAB MZ
3063	793494	MC3-CANCER RISK PROGRAM
3065	684842	MC3-TRANSFUSION SERVICES
3066	624685	MC3-CANCER CTR-INFUSION UNIT
3068	514599	MC3-CANCER CTR-ADMIN
3069	596812	MC3-CANCER CTR-RESOURCE CTR
3071	870132	MC3-CANCER CTR-ART FOR RECOV
3073	254138	MC3-CANCER REGISTRY
3081	052999	MC3-CLN ADMINISTRATION
3082	032958	MC3-AMBUL SVC FLOAT POOL
3083	118893	MC3-ACC CALL CTR
3085	540356	MC3-OPERATOR SVC
3086	100401	MC3-AMBUL TRNG & SCHED SVC
3087	405519	MC3-INTERPRETER SERVICE
3101	438155	MC3-EYE PHOTOGRAPHY
3102	654456	MC3-PEDS DAY TREATMENT CENTER
3103	469790	MC3-PSORIASIS DAY CARE UNIT
3104	730864	MC3-EYE PATHOLOGY
3105	597553	MC3-ELECTROCARDIOGRAPHY-ACC
3106	137159	MC3-EYE ULTRASOUND/ERG
3107	460236	MC3-DIALYSIS-CHRONIC CARE MZ
3108	421993	MC3-GI MOTILITY FUNCTION LAB
3109	586459	MC3-AUDIOLOGY CLINIC
3110	986650	MC3-DIABETES TRAINING CENTER
3111	680739	MC3-CTR FOR PELVIC PHYSIOLOGY

3121	746820	MC3-LAKSIDE SR MED CTR
3131	250864	MC3-WOMEN'S HLTH RESR CTR
3132	591265	MC3-ANTENATAL TEST CENTER
3143	908851	MC3-SANTA ROSA CLINIC
3144	474203	MC3-WALNUT CRK PEDS PULM PRAC
3145	754623	MC3-PEDS SPEC CLN-MARIN
3146	848863	MC3-PEDS RENAL DIALYSIS CTR
3155	461930	MC3-UROLOGY PROCEDURES CTR
3171	490944	MC3-MEDICAL TRANSP CTR
3172	129952	MC3-PEDS ACCESS CTR
3181	728305	MC3-PEDI ACUTE-MED/SURG
3182	395085	MC3-PEDI ACUTE-PED CCRC
3183	276533	MC3-PEDI ACUTE-ONC/BMT/REHAB
3190	285943	MC3-PEDS ICU
3200	700165	MC3-PEDS PULMONARY FUNC SVC
3211	958271	MC3-CLN PRGM SUP-PEDS
3212	163290	MC3-NUR FLOAT PERSONNEL-PEDS
3230	897211	MC3-PAT CARE SVC ADMIN-PEDS
3241	317669	MC3-NUTRI-OUTPATIENT PEDS
3242	126027	MC3-NUTRI-INPATIENT PEDS
3245	695689	MC3-RESPIRATORY CARE-PEDS
3251	882245	MC3-FETAL TREATMENT CENTER
3252	730221	MC3-CLN SUP SVC-PEDS
3253	383873	MC3-OUTREACH EDUC-PEDS
3261	620661	MC3-IC NURSERY
3262	953506	MC3-NEONATAL NURSE PRACTITIONS
3271	002044	MC3-PEDS SUR IC
3272	150972	MC3-PEDS TRANSITIONAL CARE
3273	824601	MC3-OB/WELL BABY/L&D
3281	190732	MC3-PEDS ECHOCARDIOGRAPHY
3282	223715	MC3-PEDS INTERVENTONAL CARDIO
3290	448527	MC3-RECREATIONAL THERAPY-PEDS
3301	505625	MC3-COMPASS CARE
3302	993839	MC3-PEDS CA CHILDS SVC-CSS-SUP
3303	728234	MC3-SOCIALWORK-CHILDREN'S SVC
3304	671188	MC3-CASE MGMT-CHILDREN'S SVC
3310	462010	MC3-HIMS
3321	292310	MC3-RAD-ADMINISTRATION
3322	970676	MC3-RAD-INFORMATION/TRANSCRIPT
3324	991948	MC3-RAD-NURSING SUPT
3331	708700	MC3-RAD-DIAGNOSTIC
3332	636235	MC3-RAD-NEUROINTERVENTIONAL
3333	281411	MC3-RAD-CLN DIAGNOSTIC
3334	871612	MC3-RAD-INTERVENTIONAL
3335	790905	MC3-RAD-CLN/MAMMOGRAPHY
3336	593147	MC3-NUCLEAR MEDICINE
3337	748908	MC3-CHNA BASIN NUCLEAR MED/PET
3338	736476	MC3-MAGN RESONANCE IMAGING/CT

3339	587984	MC3-RAD-CHINA BASIN MR/CT
3340	551842	MC3-ULTRASONOGRAPHY
3351	477736	MC3-CLN LAB-HEMATOLOGY
3352	937856	MC3-CLN LAB-CHEMISTRY
3353	733102	MC3-CLN LAB-MICORBIOLOGY
3354	435265	MC3-CLN LAB-TRANSFUSION
3355	331723	MC3-CLN LAB-IMMUNOLOGY
3357	543139	MC3-ACC BLOOD DRAWING
3358	362556	MC3-CLN LAB-PED IMMUNOLOGY
3359	387815	MC3-CLN LAB-POINT OF CARE
3360	461075	MC3-CLN LAB-CYTOGENETICS
3362	532258	MC3-CLN LAB-ADMINISTRATION
3363	736895	MC3-CLN LAB-CENTRAL PROCESSING
3364	022950	MC3-BLOOD PRODUCTS
3365	241615	MC3-NEONATAL CLN PHYSIOLOG LAB
3367	765531	MC3-BONE MARROW TRANSPLANT
3371	682158	MC3-PATH-SURG/HISTOLOGY
3372	794117	MC3-PATH-CYTOLOGY
3373	788570	MC3-PATH-MORGUE
3374	563170	MC3-PATH-MOLECULAR LAB
3375	102775	MC3-PATH-ADMINISTRATION
3381	070522	MC3-REHAB SVC-INPATIENT
3382	781087	MC3-REHAB SVC-OUTPATIENT PEDS
3383	977401	MC3-REHAB SVC-PEDS INPATIENT
3384	538500	MC3-REHAB SVC-ADMINISTRATION
3391	523972	MC3-RAD ONC-ML
3392	053532	MC3-THERAPEUT RAD-GAMMA KNIFE
3393	433908	MC3-RAD ONC-CYBER KNIFE
3395	489509	MC3-RAD ONC-MZ
3401	317758	MC3-PULM FUNC SVC MZ
3402	223350	MC3-SLEEP DISORDER CTR MZ
3411	184295	MC3-DESIGN & CONSTRUCTION
3412	897541	MC3-MB-DESIGN & CONSTRUCT CAP
3421	877493	MC3-CLN ENGINEERING
3422	835788	MC3-INSTRUMENT SHOP
3431	112808	MC3-MC FACILITIES
3441	590300	MC3-ENGINEERING MZ
3442	007030	MC3-BLDG MAINT-ML
3443	582961	MC3-BLDG MAINT-ACC
3456	700021	MC3-ENVIRONMENTAL SVC
3457	809192	MC3-ENVIRONMENTAL SVC MZ
3481	636672	MC3-ADULT ECHOCARDIOGRAPHY
3482	393452	MC3-ADULT & PED ELECTROCARDIO
3483	039005	MC3-CARDIOVASCULAR SVC LINE
3484	199038	MC3-HEMO-PERFUSION SVC
3485	600424	MC3-HEART FAILURE/PULM HYPERT
3486	479262	MC3-VASCULAR LAB
3487	750351	MC3-HEART ACQUISITION

3488	642898	MC3-LUNG ACQUISITION
3489	637742	MC3-TRNSPLNT-POST/HEART & LUNG
3496	342524	MC3-MZ MED CTR ADMN
3497	261736	MC3-MEDICAL LIBRARY MZ
3511	338129	MC3-INTENSIVE CARDIAC CARE UN
3512	458187	MC3-MED/SURG-ADULT MED
3513	488733	MC3-MED/SURG-ADULT MUSCUL/SKEL
3514	921499	MC3-CARDIO THORACIC UNIT
3515	477442	MC3-MED/SURG HIGH ACUITY
3516	476611	MC3-MED/SURG ADLT GEN/SPEC SUR
3517	160505	MC3-ADULT PALLIATIVE CARE SVC
3518	375980	MC3-OUTPATIENT LIMIT STAY UNIT
3519	955737	MC3-INTERVENTIONAL CARDIO
3520	445977	MC3-ELECTROPHYSIOLOGY
3521	055629	MC3-NURS EDUC-CLN INFORMATICS
3526	748935	MC3-PHLEBOTOMY SVC
3527	418140	MC3-ADULT PICC SVC
3528	359604	MC3-NURSING ADMINISTRATION
3529	128631	MC3-NURSING FLOAT PERSONNEL
3530	955309	MC3-CENTRAL RESOURCES GROUP
3536	705160	MC3-CASE MTMT/UTILIZATION
3540	131592	MC3-INSERVICE EDUCATION-NURS
3551	825441	MC3-HHA-SKILLED NURSING
3552	333071	MC3-HHA-PHYSICAL THERAPY
3553	662955	MC3-HHA-OCCUPATIONAL THERAPY
3554	384373	MC3-HHA-SPEECH THERAPY
3555	179078	MC3-HHA-MED SOC
3556	689954	MC3-HHA-HOME HEALTH
3557	904882	MC3-HHA-PEDS-MATERNAL SVC
3558	320575	MC3-HHA-ADMINISTRATION
3562	218785	MC3-NUTRI-INPATIENT ADULT
3563	249948	MC3-NUTRI-OUTPATIENT ADULT
3570	781791	MC3-RESPIRATORY CARE SERVICES
3581	784191	MC3-MED/SUR-INTENSIVE CARE
3582	129792	MC3-INTENSIVE CARE-8 NORHT
3583	908343	MC3-ICU NURSE PRACTITIONERS
3584	041797	MC3-INTENSIVE CARE-13 MOFFITT
3585	104032	MC3-MED/SUR INTENSIVE CARE MZ
3586	378834	MC3-OTHER INTENSIVE CARE-NEURO
3587	268123	MC3-MED/SUR-ADULT CCRC
3588	395192	MC3-MED/SUR-ADULT ONC/BMT
3589	752894	MC3-MED/SUR-ADULT SURGERY MZ
3590	711233	MC3-MED/SUR-ADULT NEUROSCIENCE
3591	454840	MC3-MED/SUR-ADULT TRANSPLANT
3592	658531	MC3-MED/SUR-TRANS NEURO
3594	539974	MC3-MED/SUR-SURG ONCOLOGY MZ
3595	246638	MC3-MED/SUR-ADULTS MED MZ
3596	842805	MC3-EMERGENCY DEPARTMENT

3597	006184	MC3-OUTPATIENT GCRC MZ
3598	641265	MC3-ACUTE HEMODIALYSIS
3605	698775	MC3-EEG/EMG
3611	079890	MC3-OPER IMPROVEMENTS
3621	186051	MC3-PHARM-INPATIENT
3622	935607	MC3-PHARM-OUTPATIENT
3623	870052	MC3-PHARM-MGMT/SUPT SVC
3630	658210	MC3-PRIVATE OFF/HLTH EDUC
3655	773327	MC3-LEARNING SERVICES
3661	108840	MC3-PATIENT FOOD SERVICE
3662	582257	MC3-FOOD SVC-PRODUCTION
3663	546396	MC3-FOOD SVC-PROCUREMENT
3664	878955	MC3-PATIENT FOOD SVC-COMMUNICA
3665	094864	MC3-PATIENT FOOD SVC-MZ
3666	479574	MC3-CAFETERIA
3667	884403	MC3-CATERING SERVICES
3668	282401	MC3-FOOD SVC-ADMINISTRATION
3679	267053	MC3-EMPLOYEE/LABOR RELATIONS
3680	641531	MC3-WORKFORCE PLANNING
3686	050312	MC3-OCCUP HLTH SVC
3690	482515	MC3-PAT & STAFF SVC-ADMIN
3696	718566	MC3-SVC EXCELLENCE
3697	915905	MC3-VOLUNTEER SERVICES
3698	907905	MC3-GIFT SHOP
3700	804437	MC3-PAT RELATION/DECEDANT AFFR
3701	934822	MC3-SPIRITUAL CR/CLN PASTOR ED
3702	286791	MC3-GUEST SERVICES
3711	910170	MC3-SAFETY
3712	476586	MC3-WORKERS COMPENSATION
3720	140635	MC3-SECURITY SERVICES
3736	599873	MC3-AMBUL SURGERY CENTER
3737	109947	MC3-ANESTHESIA-ASC
3741	930531	MC3-ENDOSCOPY ML
3742	446547	MC3-ENDOSCOPY MZ
3746	506330	MC3-OPERATING ROOM ML
3747	478888	MC3-ANESTHESIA ML
3748	174402	MC3-POST-ANESTHESIA CARE ML
3749	989452	MC3-OPERATING ROOM MZ
3750	352086	MC3-POST-ANESTH CARE PREOP MZ
3751	552583	MC3-ANESTHESIA MZ
3760	298644	MC3-NEUROMONITORING
3770	602805	MC3-PERIOP ADMIN
3776	489395	MC3-PREPARE PROGRAM MZ
3777	473106	MC3-PREPARE PROGRAM ML
3781	908156	MC3-STERILE PROCESSING ML
3782	203871	MC3-STERILE PROCESS MZ
3801	405582	MC3-MATL SVC-ADMINISTRATIKON
3802	582943	MC3-LAUNDRY-LINEN

3803	262673	MC3-MATL SVC-SUPPLY & DISTRIB
3804	431474	MC3-MATL SVC-RECEIV & TRANSP
3805	951660	MC3-MATL SVC-SUP & DISTR MZ
3806	005283	MC3-MATL SVC-O/R MATLS SUPT
3807	375560	MC3-PURCHASING
3816	355029	MC3-KIDNEY ACQUISITION
3817	021764	MC3-LIVER ACQUISITION
3819	430055	MC3-INTESTINAL REHAB PRGM
3821	509710	MC3-TRANSPLANT-ABDOMINAL
3835	562368	MC3-INTERNATIONAL MED SVC
3840	976475	MC3-MARKETING
3845	376943	MC3-STRATEGIC DEVELOPMENT
5010	238629	DEAN'S OFC: SCH OF DENTISTRY
5015	945188	S/D DEAN-ADMIN & CLINICS
5020	528414	S/D DEAN-CNTR FOR HEALTH PROF
5030	228756	DEPT OF OROFACIAL SCIENCES
5040	877509	DEPT OF CELL & TISSUE BIOLOGY
5050	557392	S/D-PREVEN & RESTOR DNTL SCI
5060	252595	DENTAL CLINICS
5080	259295	DENT-ORAL & MAX SURGERY
6000	659497	S/M STEM CELL PROGRAM
6005	447546	CLINICAL & TRANSLATIONAL SCI
6010	261415	DEAN'S OFC: SCH OF MEDICINE
6011	257448	AIDS RESEARCH INSTITUTE
6012	328238	UCSF GLOBAL HEALTH SCIENCES
6013	336363	LOCAL PROGRAM ASTHMA SHEPPARD
6014	455643	S/M-OSHER CTR INTEGRATIVE MED
6015	603127	INSTITUTE FOR HUMAN GENETICS
6016	899228	UCSF CTR FOR HLTH & COMMUNITY
6017	424963	S/M SANDLER PROGRAM ASTHMA
6018	428978	CLINICAL SKILLS CENTER SUPPORT
6019	491293	HTD ACADEMY OF MED EDUCATORS
6020	270593	ANATOMY
6021	940076	MED SCHOOL-STUDENT AFFAIRS
6022	407937	S/M MEDICAL EDUCATION PROGRAM
6030	272662	ANESTHESIA/PERIOPERATIVE CARE
6040	276436	BIOCHEMISTRY & BIOPHYSICS
6043	115921	MED-CAMPUS-GENETICS
6050	276908	DERMATOLOGY
6060	278700	EPIDEMIOLOGY & BIOSTATISTICS
6062	610930	S/M EPI/BIO INST GLOBAL HEALTH
6070	540365	FCM-SFGH FAMILY PRACTICE
6071	105291	FCM-PARNASSUS HEIGHTS
6072	071567	FCM-BRAVEMAN PROJECTS
6074	312012	FCM-NATL HIV/AIDS CONSULT CTR
6075	550898	FCM-PACIFIC AIDS EDU/TRAIN CTR
6076	979659	FCM-VOLUNTEER/WOS FACULTY
6079	818217	FCM-QUALITY IMPRVMT CORR'L MED

6080	327293	HIST OF HLTH SCI
6090	331698	LABORATORY MEDICINE
6091	332651	CLINICAL LABS SFGH
6100	276043	MED-CAMPUS-CAPS
6101	664882	MED-CAMPUS-GIM
6102	273545	MEDICINE-GENL CLIN RESR CTR GH
6103	808166	MED-CAMPUS-GCRC-SITE
6104	552486	MED-SFGH-ADMIN
6105	771613	MEDICINE-EMG SVC-SFGH-SITE
6106	355190	DEPT OF MEDICINE-VAMC
6108	013185	MED-CAMPUS-GIM-MSP PHYSICIANS
6109	074412	MED-CAMPUS-OCC MED
6110	359542	MICROBIOLOGY AND IMMUNOLOGY
6111	096540	MED-CAMPUS-EMERG MED
6112	181403	MED-CAMPUS-NEPHROLOGY
6113	219123	MED-CENTRAL-RESEARCH-KERLIKOWS
6114	287843	MED-CAMPUS-ID
6117	413305	MED-CAMPUS-HEM ONC
6119	522795	MED-CAMPUS-PULMONARY
6120	359748	NEUROLOGICAL SURGERY
6121	467319	NEUROLOGICAL SURGERY - SFGH
6122	778698	NEUROLOGICAL SURGERY ADMINISTR
6123	024627	MED-GERIATRICS
6124	215671	MED-SFGH-ID
6126	538323	MED-CAMPUS-GI
6127	609470	MED-CAMPUS-CARDIO
6128	734922	MED-CAMPUS-ADMIN
6129	743324	MED-CAMPUS-ALLERGY LAB
6130	364493	NEUROLOGY
6132	947328	OB/GYN EDUCATION PROGRAMS
6133	503191	OB/GYN EDUCATION RESIDENTS
6135	748800	MED-CAMPUS-ENDO
6136	866726	MED-CAMPUS-HOSPITALISTS
6138	964969	MED-CAMPUS-RHEUMATOLOGY
6140	373615	OB/GYN & REPRODUCTIVE SCIENCES
6141	054318	OB/GYN CENTER OF EXCELLENCE
6142	255832	OBGYN-REPROD SCIENTIST PROGRAM
6143	284221	OB/GYN REPRODUCTIVE BIO DIV
6144	378754	OB /GYN SFGH
6145	072600	OBGYN SFGH-NURSE MIDWIFE EDUC
6147	591032	OB/GYN SFGH PRO FEE & RELATED
6148	641452	OB/GYN SFGH CRHRP
6149	731863	OBGYN SFGH-NEW GENRTN HLTH CTR
6150	379469	OPHTHALMOLOGY
6151	937730	OB/GYN-GYNOCOLGY ONCOLOGY DIV
6152	969553	OB/GYN BUS ADMIN SVCS
6153	221147	MED-SFGH-PULMONARY
6154	236131	MED-SFGH-GI

6155	428237	OB/GYN-PERINATAL MED/GENETICS
6156	493175	OB/GYN-GYNECOLOGICAL DIVISION
6158	623944	OB/GYN-REI DIVISION
6159	844288	OB/GYN REI RESEARCH
6160	382482	ORTHOPAEDIC SURGERY
6161	741512	ORTHOPEDIC SURGERY-SFGH
6162	179274	ORTHOSURG-PARNASSUS RESEARCH
6163	303745	MED-SFGH-CLIN PHARM
6165	453887	MED-SFGH-AIDS-HEMATOLOGY
6166	532720	MED-SFGH-RHEUMATOLOGY
6167	598268	MED-SFGH-AIDS
6168	650888	MED-SFGH-CARDIOLOGY
6169	657186	MED-SFGH-GIM
6170	397154	OTOLARYNGOLOGY
6171	247496	OB/GYN SFGH WCHI
6172	694644	MED-SFGH-LUNG BIOLOGY CTR
6173	699827	MED-SFGH-OCC MED
6174	715444	MED-SFGH-ENDO-METAB
6175	849657	MED-SFGH-ID-EPI CTR
6176	925048	MED-SFGH-NEPHROLOGY
6180	400961	PATHOLOGY
6181	678190	DEARMOND ACTIVITY
6183	036669	OB/GYN OFFICE OF THE CHAIR
6184	415615	OB/GYN EDUCATION-STUDENTS
6186	886410	MED-SFGH-EXPERIMENTAL MED
6190	195167	PEDIATRICS-CAMPUS-ADMIN
6200	425016	CELLULAR & MOLECULAR PHARMACOL
6210	427443	PHYSIOLOGY
6220	653830	PSYCHIATRY - SFGH
6222	303674	PSYCH-AIDS HEALTH PROJECT
6223	447190	PSYCHIATRY
6224	812311	PSYCH CENTER ON DEAFNESS
6225	650129	SFGH PSYCH CHILD
6226	671179	PSYCH-SFGH ACUTE EMER SVCS
6227	721614	PSYCH-SFGH PSYCHOSOCIAL MED
6228	822140	PSYCH-SFGH COMMUNITY SVCS
6229	867271	SFGH PSYCH RESEARCH
6230	448322	RADIATION ONCOLOGY
6232	969633	PSYCH-SFGH SUB ABUSE & MED
6240	450461	RADIOLOGY
6250	450611	SURGERY
6260	451004	UROLOGY
6270	452398	CANCER RESEARCH INSTITUTE
6280	452619	CARDIOVASCULAR RESEARCH INST
6290	455260	HOOVER FOUNDATION
6310	457115	INST FOR HLTH POLICY STUDIES
6320	706472	S/M-DIABETES CENTER
6321	268061	IMMUNE TOLERANCE NETWORK

6340	721133	INST FOR NEURODEGENERATIVE DIS
6360	470421	PHYSICAL THERAPY & REHAB SCI.
6400	478263	FRESNO MED ED PROGRAM
6420	482098	AHEC
6440	485647	CONTINUING MEDICAL EDUCATION
6510	510432	ASSOCIATE DEAN - SFGH
6511	246139	MEDICINE-SFGH-BIO MED ENG
6530	260880	S/M MGBS BILLING ORGANIZATION
6531	524418	CLINICAL PRACTICE ORG-ADMIN
6570	830088	MED-SFGH-CLINICAL PRACTICE GRP
6617	526345	CANCER CENTER
7010	529271	DEAN'S OFC: SCH OF NURSING
7020	529538	FAMILY HLTH CARE NSG
7030	532837	S/N COMMUNITY HEALTH SYSTEMS
7040	545413	PHYSIOLOGICAL NURSING
7050	546635	SOCIAL & BEHAVIORAL SCIENCES
7060	548768	INSTITUTE FOR HEALTH & AGING
8010	549963	DEAN'S OFC: SCH OF PHARMACY
8020	551441	DEPARTMT OF CLINICAL PHARMACY
8021	971390	S/P-POISON CONTROL CENTER
8030	552501	PHARMACEUTICAL CHEMISTRY
8040	552896	BIOPHARMACEUTICAL SCIENCES

**APPENDIX D**  
**STAFF AVAILABILITY ANALYSIS**

## STAFF AVAILABILITY ANALYSIS

The staff availability analysis was conducted in accordance with the requirements of applicable federal regulations (41 CFR 60-2.14). Using a "weighted factor analysis," developed by CRITERION, Inc., data on each of the following factors were considered, and as noted below, given weight in arriving at a final availability estimate. The reasonable recruitment area for each job group is maintained in our data base. The selection of the recruitment area is done by periodic review of applicant zip codes.

- (1) As required by the Regulations, one factor considered was women and minorities with relevant skills within a reasonable recruitment area. Geographical areas ranging from the local SMSA (Standard Metropolitan Statistical Area) for lower level jobs to the State for mid-to upper level jobs, to the United States for executive level jobs were considered. A weight is assigned depending on the degree to which the recruitment area is relevant to the particular job group. Where multiple SOC (Standard Occupational Classification) census groups were relevant to a job group, each was included and subweighted according to the relative proportion of related occupations in the job group.
- (2) The second factor considered was the number of women and minorities available among those promotable, transferable, and trainable within the organization. The selection of the internal pool is determined by the number of employees who apply internally for a specific job. Based on an analysis of the proportion of jobs filled within each job group by internal promotion or transfer, a weight is assigned to this factor. Source data for availability was based upon the proportion of women and minorities employed in the "feeder job groups" supplying the individuals promoted or transferred.

The results of the availability analysis are exhibited in the tables found in Appendix F (4-18) which show the estimated availability percentage as "class goal."

Further detail on the raw data and detailed methodology can be obtained from the Office of Affirmative Action, Equal Opportunity & Diversity.

**APPENDIX E**

**ACADEMIC AVAILABILITY ANALYSIS**

## ACADEMIC AVAILABILITY ANALYSIS

The academic availability analysis was conducted in accordance with the requirements of applicable federal regulations (41 CFR 60-2.14), which mandate that an estimate of the proportion of each sex and ethnic group available and qualified for employment in a given UCSF job group be conducted. Using a "weighted factor analysis," data on each of the following factors were considered and, as noted below, given weight in arriving at final availability estimates. Where applicable, 2000 census data and the latest available national occupation data were used. The estimated availability for each academic job group can be found in appendix F under "class goal."

- (1) Regulations require data on the percentages of minorities and women who have requisite skills in an area in which the employer can reasonably recruit. The reasonable recruitment area for all academic job groups is national. A national recruitment area is necessary to ensure the strongest, most diverse pool of qualified applicants. An analysis was completed, therefore, for all UCSF academic job groups using national occupational data and supplemental data when such data could be found. Occupational data used most frequently were based primarily on participation rates of minorities and women on health science faculties and educational program faculties. Recognizing that occupational data alone should not be used if at all possible as the sole source of requisite skills data, additional, supplemental sources were developed. These data consisted primarily of statistics on the percentages of minorities and women receiving terminal degrees (M.S., M.A., Ph.D., Pharm D., M.D., D.D.S.) in appropriate disciplines. Depending on the degree to which the data obtained were relevant to the proportion of related occupations in the job group, each data source was subweighted. An overall weight assigned to this factor based on the degree to which the data obtained were relevant to the particular job group.
- (2) Regulations require data on the percentages of promotable and transferable minorities and women within the employer's workforce. To identify the percentages of minorities and women promotable in a specific UCSF academic job group, an identification was made of the academic positions from which individuals can reasonable be expected to be promoted. Once this identification of "feeder" positions was made, all persons employed in these positions were identified, and the percentages of each sex and ethnic group within appropriate titles were provided. An overall weight was assigned to this factor based on the degree to which the data obtained were applicable to the job group.

Further detail on raw data and detailed methodology can be obtained from the Office of Affirmative Action, Equal Opportunity & Diversity.

**APPENDIX F**  
**UTILIZATION ANALYSIS -- ACADEMIC AND STAFF**  
**(Summary Analysis)**

## UTILIZATION ANALYSES -- ACADEMIC AND STAFF

The regulations state that when the percentage of minorities or women employed in a particular job group is less than would reasonably be expected given their availability percentage in that particular job group, the contractor must establish a placement goal at least equal to the availability percentage derived for the job group. A utilization analysis, therefore, requires comparison of two sets of data.

- Percent of a particular sex or ethnic group employed in the job group; and
- Percent of a particular sex or ethnic group available in the relevant labor market area. For staff job groups, the relevant labor market area included: the San Francisco Primary Metropolitan Statistical Area (PMSA), the state of California, and national labor market availability. For academic job groups, the relevant labor market areas included: the national labor market of faculty in doctorates awarded from, graduates from, and residents in applicable professional schools.

Once availability data were collected and final availability estimates were derived for each UCSF job group, a utilization analysis was conducted to identify underutilization by job group. To correct deficiencies in the utilization of women and minorities, goals must be established where such deficiencies (underutilization) are found to exist. In developing goals for UCSF academic and staff job groups, the following principle was considered:

- Placement goals may not be rigid and inflexible quotas, which must be met, nor are they to be considered as either a ceiling or a floor for the employment of particular groups. Quotas are expressly forbidden.

In consultation with appropriate officials, goals were established for UCSF academic and staff job groups where underutilization was identified.

Utilization Analyses for academic and staff job groups follow. The following information is identified and displayed:

- Job group number and title
- Date of analysis
- Utilization: the number and percent of incumbent employees by sex and ethnic group, total minorities and total employed in the job group as of October 31, 2008. <sup>1</sup>
- Availability: the percentage of women and minorities estimated to be available in the relevant labor market area for employment in each job group. The availability percentages are reported in the percentage column of the “class goal” listings.
- Underutilization: no underutilization exists where the percent of incumbents (utilization percentage) is equal to or greater than the percent available. Underutilization occurs, however, if utilization is less than reasonable representation and the degree of underutilization is equal to or greater than .5 of a person.
- Placement goals are established for job groups identified as underutilized and are set equal to the availability percentage for each underutilized job group.

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<sup>1</sup>The “Native American” category is equivalent to the American Indian/Alaskan Native category and the “Asian” category is equivalent to the Asian/Pacific Islander category specified in the regulations.

**Summary Analysis  
Academic & Staff**

**University of California at San  
Francisco**

**Summary Analysis**

**Analysis Data as of 10/31/2008**

**Plan:**

0001

ACADEMIC

CAMPUS WIDE PLAN

<i>Job Group</i>	<i>Total Female</i>		<i>Total Minorities</i>		<i>Black</i>		<i>Asian</i>		<i>Native American</i>		<i>Hispanic</i>	
	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>
( A001 ) SCHOOL OF DENTISTRY TENURED LADDER R <b>Employee: 34</b>												
<b>Current Utilization:</b>	14	41.18	2	5.88	0	0.00	1	2.94	0	0.00	1	2.94
<b>Class Goal:</b>		14.20		30.28		2.70		24.21		0.20		3.17
<b>Underutilized:</b>		No		Yes		Yes		Yes		No		No
( A002 ) SCHOOL OF DENTISTRY NONTENURED LADDE <b>Employee: 5</b>												
<b>Current Utilization:</b>	2	40.00	1	20.00	0	0.00	0	0.00	0	0.00	1	20.00
<b>Class Goal:</b>		27.42		24.88		3.32		16.93		0.28		4.35
<b>Underutilized:</b>		No		No		No		Yes		No		No
( A003 ) SCHOOL OF DENTISTRY OTHER FACULTY <b>Employee: 140</b>												
<b>Current Utilization:</b>	48	34.29	63	45.00	3	2.14	54	38.57	0	0.00	6	4.29
<b>Class Goal:</b>		27.58		30.90		3.58		22.16		0.36		4.79
<b>Underutilized:</b>		No		No		Yes		No		Yes		Yes
( A005 ) SCHOOL OF DENTISTRY RESEARCHERS <b>Employee: 11</b>												
<b>Current Utilization:</b>	5	45.45	7	63.64	1	9.09	5	45.45	0	0.00	1	9.09
<b>Class Goal:</b>		42.46		28.49		3.83		19.42		0.46		4.78
<b>Underutilized:</b>		No		No		No		No		No		No
( A006 ) SCHOOL OF DENTISTRY SPECIALISTS <b>Employee: 11</b>												
<b>Current Utilization:</b>	6	54.55	9	81.82	0	0.00	7	63.64	0	0.00	2	18.18
<b>Class Goal:</b>		45.39		29.51		4.23		20.56		0.41		4.33
<b>Underutilized:</b>		No		No		No		No		No		No

**University of California at San  
Francisco**

**Summary Analysis**

**Analysis Data as of 10/31/2008**

**Plan:**

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ACADEMIC

CAMPUS WIDE PLAN

<i>Job Group</i>	<i>Total Female</i>		<i>Total Minorities</i>		<i>Black</i>		<i>Asian</i>		<i>Native American</i>		<i>Hispanic</i>	
	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>
( A009 ) SCHOOL OF DENTISTRY ACADEMIC ADMINIS	<b>Employee:</b>	<b>1</b>										
<b>Current Utilization:</b>	1	100.00	1	100.00	0	0.00	1	100.00	0	0.00	0	0.00
<b>Class Goal:</b>		26.98		25.67		3.42		16.83		0.41		5.01
<b>Underutilized:</b>		No		No		No		No		No		No
( B001 ) SCHOOL OF PHARMACY TENURED LADDER RA	<b>Employee:</b>	<b>29</b>										
<b>Current Utilization:</b>	9	31.03	6	20.69	0	0.00	4	13.79	0	0.00	2	6.90
<b>Class Goal:</b>		34.61		22.71		4.05		14.82		0.19		3.65
<b>Underutilized:</b>		Yes		Yes		Yes		No		No		No
( B002 ) SCHOOL OF PHARMACY NONTENURED LADDER	<b>Employee:</b>	<b>6</b>										
<b>Current Utilization:</b>	2	33.33	1	16.67	0	0.00	1	16.67	0	0.00	0	0.00
<b>Class Goal:</b>		56.84		26.43		6.10		16.80		0.14		3.37
<b>Underutilized:</b>		Yes		Yes		No		No		No		No
( B003 ) SCHOOL OF PHARMACY OTHER FACULTY	<b>Employee:</b>	<b>56</b>										
<b>Current Utilization:</b>	30	53.57	17	30.36	3	5.36	14	25.00	0	0.00	0	0.00
<b>Class Goal:</b>		45.85		24.93		5.46		16.37		0.19		2.92
<b>Underutilized:</b>		No		No		No		No		No		Yes
( B004 ) SCHOOL OF PHARMACY LECTURERS	<b>Employee:</b>	<b>1</b>										
<b>Current Utilization:</b>	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
<b>Class Goal:</b>		51.34		32.54		5.13		23.87		0.30		3.23
<b>Underutilized:</b>		Yes		No		No		No		No		No

**University of California at San Francisco**

**Summary Analysis**

**Analysis Data as of 10/31/2008**

**Plan:**

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ACADEMIC

CAMPUS WIDE PLAN

<i>Job Group</i>	<i>Total Female</i>		<i>Total Minorities</i>		<i>Black</i>		<i>Asian</i>		<i>Native American</i>		<i>Hispanic</i>	
	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>
( B005 ) SCHOOL OF PHARMACY RESEARCHERS <b>Employee:</b> 12 <b>Current Utilization:</b> <b>Class Goal:</b> <b>Underutilized:</b>	5	41.67	3	25.00	0	0.00	3	25.00	0	0.00	0	0.00
		47.60		25.82		5.73		17.11		0.27		2.71
		Yes		No		Yes		No		No		No
( B006 ) SCHOOL OF PHARMACY SPECIALISTS <b>Employee:</b> 51 <b>Current Utilization:</b> <b>Class Goal:</b> <b>Underutilized:</b>	26	50.98	32	62.75	0	0.00	28	54.90	0	0.00	4	7.84
		44.02		28.78		4.35		19.76		0.43		4.25
		No		No		Yes		No		No		No
( B009 ) SCHOOL OF PHARMACY ACADEMIC ADMINISTRATORS <b>Employee:</b> 8 <b>Current Utilization:</b> <b>Class Goal:</b> <b>Underutilized:</b>	6	75.00	1	12.50	0	0.00	1	12.50	0	0.00	0	0.00
		45.92		25.01		4.94		17.28		0.20		2.59
		No		Yes		No		No		No		No
( B012 ) SCHOOL OF PHARMACY MISCELLANEOUS <b>Employee:</b> 1 <b>Current Utilization:</b> <b>Class Goal:</b> <b>Underutilized:</b>	1	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
		46.26		20.04		5.74		8.11		0.80		4.48
		No		No		No		No		No		No
( C001 ) SCHOOL OF NURSING TENURED LADDER RAN <b>Employee:</b> 38 <b>Current Utilization:</b> <b>Class Goal:</b> <b>Underutilized:</b>	34	89.47	8	21.05	2	5.26	3	7.89	2	5.26	1	2.63
		84.43		17.16		4.87		7.85		0.45		3.99
		No		No		No		No		No		Yes

Where underutilization has been identified  
%Class Goal = Placement Goal = Availability%

**University of California at San  
Francisco**

**Summary Analysis**

**Analysis Data as of 10/31/2008**

**Plan:**

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ACADEMIC

CAMPUS WIDE PLAN

<i>Job Group</i>	<i>Total Female</i>		<i>Total Minorities</i>		<i>Black</i>		<i>Asian</i>		<i>Native American</i>		<i>Hispanic</i>	
	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>
( C002 ) SCHOOL OF NURSING NONTENURED LADDER <b>Employee:</b> 3 <b>Current Utilization:</b> <b>Class Goal:</b> <b>Underutilized:</b>	3	100.00	1	33.33	0	0.00	1	33.33	0	0.00	0	0.00
		92.00		12.35		6.89		2.89		0.43		2.14
		No		No		No		No		No		No
( C003 ) SCHOOL OF NURSING OTHER FACULTY <b>Employee:</b> 80 <b>Current Utilization:</b> <b>Class Goal:</b> <b>Underutilized:</b>	67	83.75	17	21.25	4	5.00	10	12.50	0	0.00	3	3.75
		83.53		13.61		6.85		3.69		0.49		2.58
		No		No		Yes		No		No		No
( C005 ) SCHOOL OF NURSING RESEARCHERS <b>Employee:</b> 2 <b>Current Utilization:</b> <b>Class Goal:</b> <b>Underutilized:</b>	2	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
		59.75		16.86		6.60		5.21		0.72		4.33
		No		No		No		No		No		No
( C006 ) SCHOOL OF NURSING SPECIALISTS <b>Employee:</b> 9 <b>Current Utilization:</b> <b>Class Goal:</b> <b>Underutilized:</b>	8	88.89	6	66.67	0	0.00	5	55.56	0	0.00	1	11.11
		60.56		27.74		5.47		16.48		0.40		5.39
		No		No		No		No		No		No
( C009 ) SCHOOL OF NURSING ACADEMIC ADMINISTRATORS <b>Employee:</b> 6 <b>Current Utilization:</b> <b>Class Goal:</b> <b>Underutilized:</b>	5	83.33	1	16.67	1	16.67	0	0.00	0	0.00	0	0.00
		91.37		15.24		6.87		4.63		0.52		3.21
		No		No		No		No		No		No

**University of California at San Francisco**

**Summary Analysis**

**Analysis Data as of 10/31/2008**

Plan:

0001

ACADEMIC

CAMPUS WIDE PLAN

Job Group	Total Female		Total Minorities		Black		Asian		Native American		Hispanic	
	#	%	#	%	#	%	#	%	#	%	#	%
( D001 ) SCHOOL OF MED (BASIC) TENURED LADDER <b>Employee: 49</b> <b>Current Utilization:</b> <b>Class Goal:</b> <b>Underutilized:</b>	13	26.53	5	10.20	0	0.00	4	8.16	0	0.00	1	2.04
		27.22		14.88		0.25		14.76		0.02		0.35
		No		Yes		No		Yes		No		No
( D002 ) SCHOOL OF MED (BASIC) NON-TENURED LA <b>Employee: 10</b> <b>Current Utilization:</b> <b>Class Goal:</b> <b>Underutilized:</b>	3	30.00	3	30.00	0	0.00	3	30.00	0	0.00	0	0.00
		48.51		22.97		4.40		13.18		0.35		5.03
		Yes		No		No		No		No		Yes
( D003 ) SCHOOL OF MED (BASIC) OTHER FACULTY <b>Employee: 40</b> <b>Current Utilization:</b> <b>Class Goal:</b> <b>Underutilized:</b>	18	45.00	3	7.50	0	0.00	3	7.50	0	0.00	0	0.00
		43.52		28.39		3.28		20.42		0.38		4.33
		No		Yes		Yes		Yes		No		Yes
( D004 ) SCHOOL OF MED (BASIC) LECTURERS <b>Employee: 1</b> <b>Current Utilization:</b> <b>Class Goal:</b> <b>Underutilized:</b>	0	0.00	1	100.00	0	0.00	1	100.00	0	0.00	0	0.00
		42.47		20.42		3.31		12.63		0.28		4.21
		No		No		No		No		No		No
( D005 ) SCHOOL OF MED (BASIC) RESEARCHERS <b>Employee: 32</b> <b>Current Utilization:</b> <b>Class Goal:</b> <b>Underutilized:</b>	14	43.75	16	50.00	1	3.13	14	43.75	0	0.00	1	3.13
		41.09		33.08		2.99		26.35		0.40		3.34
		No		No		No		No		No		No

**University of California at San  
Francisco**

**Summary Analysis**

**Analysis Data as of 10/31/2008**

Plan:

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ACADEMIC

CAMPUS WIDE PLAN

Job Group	Total Female		Total Minorities		Black		Asian		Native American		Hispanic	
	#	%	#	%	#	%	#	%	#	%	#	%
<b>( D006 ) SCHOOL OF MED (BASIC) SPECIALISTS</b>												
<b>Employee:</b>	<b>113</b>											
<b>Current Utilization:</b>	67	59.29	41	36.28	0	0.00	38	33.63	0	0.00	3	2.65
<b>Class Goal:</b>	46.75		30.24		4.12		21.36		0.38		4.40	
<b>Underutilized:</b>	No		No		Yes		No		No		Yes	
<b>( D009 ) SCHOOL OF MED (BASIC) ACADEMIC ADMIN</b>												
<b>Employee:</b>	<b>11</b>											
<b>Current Utilization:</b>	7	63.64	6	54.55	1	9.09	3	27.27	1	9.09	1	9.09
<b>Class Goal:</b>	43.41		25.38		3.82		17.14		0.35		4.06	
<b>Underutilized:</b>	No		No		No		No		No		No	
<b>( E001 ) SCHOOL OF MED (CLINICAL)TENURED LADD</b>												
<b>Employee:</b>	<b>164</b>											
<b>Current Utilization:</b>	38	23.17	21	12.80	4	2.44	11	6.71	0	0.00	6	3.66
<b>Class Goal:</b>	22.20		17.31		2.21		12.65		0.12		2.33	
<b>Underutilized:</b>	No		Yes		No		Yes		No		No	
<b>( E002 ) SCHOOL OF MED (CLINICAL)NONTEN. LADD</b>												
<b>Employee:</b>	<b>10</b>											
<b>Current Utilization:</b>	2	20.00	3	30.00	0	0.00	3	30.00	0	0.00	0	0.00
<b>Class Goal:</b>	34.21		24.25		3.85		15.54		0.13		4.73	
<b>Underutilized:</b>	Yes		No		No		No		No		No	
<b>( E003 ) SCHOOL OF MED (CLINICAL)OTHER FACULT</b>												
<b>Employee:</b>	<b>1,536</b>											
<b>Current Utilization:</b>	669	43.55	433	28.19	30	1.95	346	22.53	4	0.26	53	3.45
<b>Class Goal:</b>	40.56		28.03		3.44		19.41		0.23		4.97	
<b>Underutilized:</b>	No		No		Yes		No		No		Yes	

**University of California at San  
Francisco**

**Summary Analysis**

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**Plan:**

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ACADEMIC

CAMPUS WIDE PLAN

<i>Job Group</i>	<i>Total Female</i>		<i>Total Minorities</i>		<i>Black</i>		<i>Asian</i>		<i>Native American</i>		<i>Hispanic</i>	
	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>
( E004 ) SCHOOL OF MED (CLINICAL) LECTURERS <b>Employee: 1</b> <b>Current Utilization:</b> <b>Class Goal:</b> <b>Underutilized:</b>	1	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
		43.18	27.50	4.54	17.33	0.45	5.16					
		No	No	No	No	No	No					
( E005 ) SCHOOL OF MED (CLINICAL) RESEARCHERS <b>Employee: 91</b> <b>Current Utilization:</b> <b>Class Goal:</b> <b>Underutilized:</b>	34	37.36	50	54.95	2	2.20	44	48.35	0	0.00	4	4.40
		44.74	35.12	4.14	24.81	0.38	5.78					
		Yes	No	Yes	No	No	Yes					
( E006 ) SCHOOL OF MED (CLINICAL) SPECIALISTS <b>Employee: 320</b> <b>Current Utilization:</b> <b>Class Goal:</b> <b>Underutilized:</b>	179	55.94	154	48.13	10	3.13	129	40.31	0	0.00	15	4.69
		46.75	30.24	4.12	21.36	0.38	4.40					
		No	No	Yes	No	Yes	No					
( E009 ) SCHOOL OF MED (CLINICAL) ACADEMIC ADM <b>Employee: 47</b> <b>Current Utilization:</b> <b>Class Goal:</b> <b>Underutilized:</b>	35	74.47	11	23.40	2	4.26	6	12.77	0	0.00	3	6.38
		49.34	26.48	3.91	18.02	0.37	4.20					
		No	Yes	No	Yes	No	No					
( E011 ) SCHOOL OF MED (CLINICAL) LIBRARIANS <b>Employee: 2</b> <b>Current Utilization:</b> <b>Class Goal:</b> <b>Underutilized:</b>	2	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
		44.23	16.43	4.13	9.83	0.28	2.19					
		No	No	No	No	No	No					

**University of California at San Francisco**

**Summary Analysis**

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**Plan:**

0001

ACADEMIC

CAMPUS WIDE PLAN

<i>Job Group</i>	<i>Total Female</i>		<i>Total Minorities</i>		<i>Black</i>		<i>Asian</i>		<i>Native American</i>		<i>Hispanic</i>	
	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>
( E012 ) SCHOOL OF MED (CLINICAL) MISCELLANEOUS <b>Employee:</b> 18 <b>Current Utilization:</b> <b>Class Goal:</b> <b>Underutilized:</b>	6	33.33	5	27.78	1	5.56	4	22.22	0	0.00	0	0.00
		46.26		20.04		5.74		8.11		0.80		4.48
		Yes		No		No		No		No		Yes
( F001 ) MISCELLANEOUS TENURED LABORER RANKS <b>Employee:</b> 1 <b>Current Utilization:</b> <b>Class Goal:</b> <b>Underutilized:</b>	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
		22.20		17.31		2.21		12.65		0.12		2.33
		No		No		No		No		No		No
( F003 ) MISCELLANEOUS OTHER FACULTY <b>Employee:</b> 6 <b>Current Utilization:</b> <b>Class Goal:</b> <b>Underutilized:</b>	3	50.00	2	33.33	0	0.00	2	33.33	0	0.00	0	0.00
		40.56		28.03		3.44		19.41		0.23		4.97
		No		No		No		No		No		No
( F006 ) MISCELLANEOUS SPECIALISTS <b>Employee:</b> 2 <b>Current Utilization:</b> <b>Class Goal:</b> <b>Underutilized:</b>	1	50.00	1	50.00	0	0.00	1	50.00	0	0.00	0	0.00
		44.02		28.78		4.35		19.76		0.43		4.25
		No		No		No		No		No		No
( F009 ) MISCELLANEOUS ACADEMIC ADMINISTRATOR <b>Employee:</b> 4 <b>Current Utilization:</b> <b>Class Goal:</b> <b>Underutilized:</b>	3	75.00	1	25.00	0	0.00	1	25.00	0	0.00	0	0.00
		39.89		17.61		2.89		10.10		0.47		4.15
		No		No		No		No		No		No

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**Summary Analysis**

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ACADEMIC

CAMPUS WIDE PLAN

<i>Job Group</i>	<i>Total Female</i>		<i>Total Minorities</i>		<i>Black</i>		<i>Asian</i>		<i>Native American</i>		<i>Hispanic</i>		
	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	
( F011 ) MISCELLANEOUS LIBRARIANS													
<b>Employee:</b>	<b>9</b>												
<b>Current Utilization:</b>	7	77.78	3	33.33	0	0.00	3	33.33	0	0.00	0	0.00	
<b>Class Goal:</b>		44.23		16.43		4.13		9.83		0.28		2.19	
<b>Underutilized:</b>		No		No		No		No		No		No	
( F012 ) MISCELLANEOUS MISCELLANOUS													
<b>Employee:</b>	<b>2</b>												
<b>Current Utilization:</b>	1	50.00	1	50.00	1	50.00	0	0.00	0	0.00	0	0.00	
<b>Class Goal:</b>		46.26		20.04		5.74		8.11		0.80		4.48	
<b>Underutilized:</b>		No		No		No		No		No		No	
<b>Totals:</b>	2,973		1,377		936		66		754		7		109

**University of California at San Francisco**  
**Summary Analysis**  
**Analysis Data as of 10/31/2008**

Plan: 0001 STAFF  
 CAMPUS WIDE PLAN

Job Group	Total Female		Total Minorities		Black		Asian		Native American		Hispanic	
	#	%	#	%	#	%	#	%	#	%	#	%
( AA00 ) MANAGEMENT PROGRAM Employee: 722												
Current Utilization:	445	61.63	208	28.81	38	5.26	123	17.04	5	0.69	42	5.82
Class Goal:		54.59		34.92		5.05		20.25		0.61		8.21
Underutilized:		No		Yes		No		Yes		No		Yes
( AB00 ) OTHER OFFICIALS AND MANAGERS Employee: 31												
Current Utilization:	19	61.29	10	32.26	0	0.00	6	19.35	0	0.00	4	12.90
Class Goal:		65.68		42.78		6.84		24.40		0.48		10.61
Underutilized:		Yes		Yes		Yes		Yes		No		No
( BA00 ) STUDENT SERVICES Employee: 53												
Current Utilization:	34	64.15	23	43.40	7	13.21	10	18.87	0	0.00	6	11.32
Class Goal:		63.28		42.63		11.37		15.39		1.22		13.20
Underutilized:		No		No		No		No		Yes		Yes
( BB00 ) COMMUNICATIONS, ARTS, AND GRAPHICS Employee: 43												
Current Utilization:	30	69.77	11	25.58	1	2.33	10	23.26	0	0.00	0	0.00
Class Goal:		62.12		32.45		4.75		18.55		0.57		7.82
Underutilized:		No		Yes		Yes		No		No		Yes
( BC00 ) ENGINEERING AND ALLIED SERVICES Employee: 75												
Current Utilization:	20	26.67	34	45.33	3	4.00	28	37.33	0	0.00	3	4.00
Class Goal:		35.27		42.22		3.60		25.32		0.42		12.30
Underutilized:		Yes		No		No		No		No		Yes

Where underutilization has been identified  
 %Class Goal = Placement Goal = Availability%

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**Plan:** 0001 STAFF  
CAMPUS WIDE PLAN

<i>Job Group</i>	<i>Total Female</i>		<i>Total Minorities</i>		<i>Black</i>		<i>Asian</i>		<i>Native American</i>		<i>Hispanic</i>	
	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>
( BD00 ) FISCAL, MANAGEMENT AND STAFF SERVICE												
<b>Employee:</b>	3,223											
<b>Current Utilization:</b>	2,105	65.31	1,558	48.34	217	6.73	1,030	31.96	14	0.43	297	9.22
<b>Class Goal:</b>		56.26		43.69		6.29		27.05		0.54		9.16
<b>Underutilized:</b>		No		No		No		No		Yes		No
( BE00 ) NURSING SERVICES												
<b>Employee:</b>	2,505											
<b>Current Utilization:</b>	2,167	86.51	947	37.80	72	2.87	705	28.14	9	0.36	161	6.43
<b>Class Goal:</b>		88.43		37.81		5.28		24.58		0.64		6.09
<b>Underutilized:</b>		Yes		No		Yes		No		Yes		No
( BF00 ) SOCIAL AND THERAPEUTIC SERVICES												
<b>Employee:</b>	786											
<b>Current Utilization:</b>	536	68.19	413	52.54	56	7.12	256	32.57	4	0.51	97	12.34
<b>Class Goal:</b>		62.74		45.93		7.28		21.99		0.66		15.26
<b>Underutilized:</b>		No		No		Yes		No		Yes		Yes
( BG00 ) CLINICAL LABORATORY TECHNOLOGISTS												
<b>Employee:</b>	296											
<b>Current Utilization:</b>	228	77.03	202	68.24	1	0.34	192	64.86	0	0.00	9	3.04
<b>Class Goal:</b>		71.16		60.71		4.24		46.78		0.23		8.08
<b>Underutilized:</b>		No		No		Yes		No		Yes		Yes
( BH00 ) HEALTH PRACTITIONERS												
<b>Employee:</b>	201											
<b>Current Utilization:</b>	119	59.20	101	50.25	4	1.99	87	43.28	0	0.00	10	4.98
<b>Class Goal:</b>		40.35		30.03		4.02		20.48		0.31		4.23
<b>Underutilized:</b>		No		No		Yes		No		Yes		No

Where underutilization has been identified  
 %Class Goal = Placement Goal = Availability%

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**Summary Analysis**  
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**Plan:** 0001 STAFF  
CAMPUS WIDE PLAN

<i>Job Group</i>	<i>Total Female</i>		<i>Total Minorities</i>		<i>Black</i>		<i>Asian</i>		<i>Native American</i>		<i>Hispanic</i>	
	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>
( BI00 ) SCIENCE, LABORATORY, AND ALLIED SERV <b>Employee:</b> 755 <b>Current Utilization:</b> <b>Class Goal:</b> <b>Underutilized:</b>	511	67.68	407	53.91	17	2.25	322	42.65	3	0.40	65	8.61
		53.32		49.38		3.86		32.67		0.48		11.47
		No		No		Yes		No		Yes		Yes
( CA00 ) HEALTH TECHNICIANS <b>Employee:</b> 1,261 <b>Current Utilization:</b> <b>Class Goal:</b> <b>Underutilized:</b>	750	59.48	898	71.21	133	10.55	573	45.44	4	0.32	188	14.91
		67.81		62.96		8.07		33.44		0.42		19.44
		Yes		No		No		No		Yes		Yes
( CB00 ) ENGINEERING AND SCIENCE TECHNICIANS <b>Employee:</b> 321 <b>Current Utilization:</b> <b>Class Goal:</b> <b>Underutilized:</b>	127	39.56	232	72.27	24	7.48	159	49.53	3	0.93	46	14.33
		40.29		55.83		5.76		30.40		0.72		18.38
		Yes		No		No		No		No		Yes
( CC00 ) OTHER TECHNICIANS <b>Employee:</b> 49 <b>Current Utilization:</b> <b>Class Goal:</b> <b>Underutilized:</b>	33	67.35	27	55.10	6	12.24	15	30.61	1	2.04	5	10.20
		62.77		45.50		9.10		21.51		1.04		12.68
		No		No		No		No		No		Yes
( DA00 ) CLERICAL/ADMINISTRATIVE <b>Employee:</b> 2,527 <b>Current Utilization:</b> <b>Class Goal:</b> <b>Underutilized:</b>	1,996	78.99	1,811	71.67	318	12.58	1,007	39.85	14	0.55	472	18.68
		79.88		54.17		7.52		30.52		0.68		14.19
		Yes		No		No		No		Yes		No

Where underutilization has been identified  
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**University of California at San Francisco**  
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Plan: 0001 STAFF  
 CAMPUS WIDE PLAN

Job Group	Total Female		Total Minorities		Black		Asian		Native American		Hispanic	
	#	%	#	%	#	%	#	%	#	%	#	%
( DB00 ) LIBRARY ASSISTANTS Employee: 31												
Current Utilization:	11	35.48	12	38.71	4	12.90	6	19.35	0	0.00	2	6.45
Class Goal:		68.99		45.18		7.76		22.41		0.14		13.20
Underutilized:		Yes		Yes		No		Yes		No		Yes
( DC00 ) MAIL, STORES, AND USHER SERVICES Employee: 45												
Current Utilization:	3	6.67	36	80.00	8	17.78	23	51.11	0	0.00	5	11.11
Class Goal:		41.84		72.28		12.35		41.70		0.69		16.84
Underutilized:		Yes		No		No		No		No		Yes
( DD00 ) COMMUNICATIONS AND MACHINE OPER. SVC Employee: 9												
Current Utilization:	1	11.11	8	88.89	0	0.00	5	55.56	0	0.00	3	33.33
Class Goal:		49.15		77.21		10.21		50.17		0.82		12.20
Underutilized:		Yes		No		Yes		No		No		No
( EA00 ) OPERATIONS AND MAINTENANCE Employee: 60												
Current Utilization:	2	3.33	32	53.33	6	10.00	16	26.67	0	0.00	10	16.67
Class Goal:		7.51		47.34		6.76		20.58		0.23		19.19
Underutilized:		Yes		No		No		No		No		Yes
( EB00 ) REPRODUCTION SERVICES Employee: 1												
Current Utilization:	1	100.00	1	100.00	0	0.00	1	100.00	0	0.00	0	0.00
Class Goal:		24.88		57.80		4.37		11.41		0.82		39.68
Underutilized:		No		No		No		No		No		No

Where underutilization has been identified  
 %Class Goal = Placement Goal = Availability%

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<i>Job Group</i>	<i>Total Female</i>		<i>Total Minorities</i>		<i>Black</i>		<i>Asian</i>		<i>Native American</i>		<i>Hispanic</i>	
	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>
( FA00 ) OPERATIVES <b>Employee: 110</b>												
<b>Current Utilization:</b>	11	10.00	89	80.91	10	9.09	45	40.91	2	1.82	32	29.09
<b>Class Goal:</b>		18.20		71.04		14.16		30.29		1.06		24.38
<b>Underutilized:</b>		Yes		No		Yes		No		No		No
( GA00 ) LABORERS <b>Employee: 36</b>												
<b>Current Utilization:</b>	10	27.78	30	83.33	4	11.11	19	52.78	0	0.00	7	19.44
<b>Class Goal:</b>		61.22		43.14		3.62		14.10		1.79		22.54
<b>Underutilized:</b>		Yes		No		No		No		Yes		Yes
( HA00 ) FOOD SERVICE WORKERS <b>Employee: 167</b>												
<b>Current Utilization:</b>	83	49.70	140	83.83	15	8.98	84	50.30	1	0.60	40	23.95
<b>Class Goal:</b>		48.91		80.83		6.39		41.35		0.48		31.52
<b>Underutilized:</b>		No		No		No		No		No		Yes
( HB00 ) CLEANING SERVICE WORKERS <b>Employee: 331</b>												
<b>Current Utilization:</b>	103	31.12	308	93.05	54	16.31	166	50.15	0	0.00	88	26.59
<b>Class Goal:</b>		30.26		85.31		11.06		32.69		0.13		40.59
<b>Underutilized:</b>		No		No		No		No		No		Yes
( HC00 ) SECURITY & PARKING SERVICES <b>Employee: 132</b>												
<b>Current Utilization:</b>	19	14.39	110	83.33	27	20.45	60	45.45	0	0.00	23	17.42
<b>Class Goal:</b>		29.75		60.27		13.58		28.29		0.61		16.25
<b>Underutilized:</b>		Yes		No		No		No		Yes		No

Where underutilization has been identified  
 %Class Goal = Placement Goal = Availability%

**University of California at San Francisco**  
**Summary Analysis**  
**Analysis Data as of 10/31/2008**

**Plan:** 0001 STAFF  
CAMPUS WIDE PLAN

<i>Job Group</i>	<i>Total Female</i>		<i>Total Minorities</i>		<i>Black</i>		<i>Asian</i>		<i>Native American</i>		<i>Hispanic</i>		
	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	
( HE00 ) POLICE OFFICERS													
<b>Employee:</b>	<b>32</b>												
<b>Current Utilization:</b>	5	15.63	23	71.88	2	6.25	16	50.00	0	0.00	5	15.63	
<b>Class Goal:</b>		16.82		38.90		10.46		13.39		1.13		12.98	
<b>Underutilized:</b>		No		No		Yes		No		No		No	
<b>Totals:</b>	13,802		9,369		7,671		1,027		4,964		60		1,620

Where underutilization has been identified  
 %Class Goal = Placement Goal = Availability%