

2006 - 2007

U C Santa Cruz

Career Staff

Affirmative Action Plan

Executive Summary

UC Santa Cruz Non-Discrimination Policy

In accordance with the obligations of a federal contractor, it is the policy of UC Santa Cruz to be an affirmative action/equal opportunity employer. In keeping with this policy, UCSC will continue to recruit, hire, train and promote into all job levels the most qualified persons without regard to race, color, national origin, religion, sex, gender identity, pregnancy, physical or mental disability, medical condition (cancer-related or genetic characteristics), ancestry, marital status, age, sexual orientation, citizenship, or status as a covered veteran. Additionally, UCSC will continue to ensure that all personnel matters (such as compensation, benefits, transfers, layoffs, UCSC-sponsored training, education, tuition assistance and other employee programs) are in accordance with UCSC's commitment to equal opportunity. In addition, in conformance with applicable law and University policy, UC Santa Cruz undertakes affirmative action for underrepresented minorities and women, for people with disabilities, and for Vietnam-era veterans, special disabled veterans, recently-separated veterans and any other veterans who served on active duty during a war or campaign or expedition for which a campaign badge has been authorized.

2006-2007 UC Santa Cruz Career Staff Affirmative Action Plan Executive Summary

The UC Santa Cruz Staff Affirmative Action Plan (AAP) includes analyses for all career and limited staff at all UCSC locations. Gender and ethnicity are self-identified by employees and this data is collected from the campus Payroll/Personnel System (PPS). Staff are aligned in job groups based on their primary appointment title. Summarized information from the 2006-2007 Plan follows. The complete 2006-2007 Affirmative Action Plan is available at the EEO/AA office. Unless noted, the information in this summary applies to campus career staff only.

How does UCSC practice affirmative action?

Affirmative action is a social policy of making good faith efforts to remedy the effects of past or present discrimination in the workplace. Since its inception in 1965, the courts have set strict conditions on affirmative action: it must be temporary, narrowly tailored to remedy problem areas where there is evidence of possible discrimination, and designed so as to not unduly infringe on the rights of people who are not the beneficiaries of affirmative action. UCSC has incorporated these principles into its affirmative action policy.

Where there is evidence of underutilization, UCSC's policy is to make a good faith effort to locate and invite into the application process qualified members of underutilized groups; to evaluate everyone fairly and against the same criteria; and to hire the best qualified people. A good faith effort does not require giving preference to less well qualified people -- that would unduly infringe on the rights of everyone else applying for the job.

UCSC Career Staff as of December 31, 2005

UCSC employed 2,665 non-academic career staff, which was a 3.4% overall increase from last year.

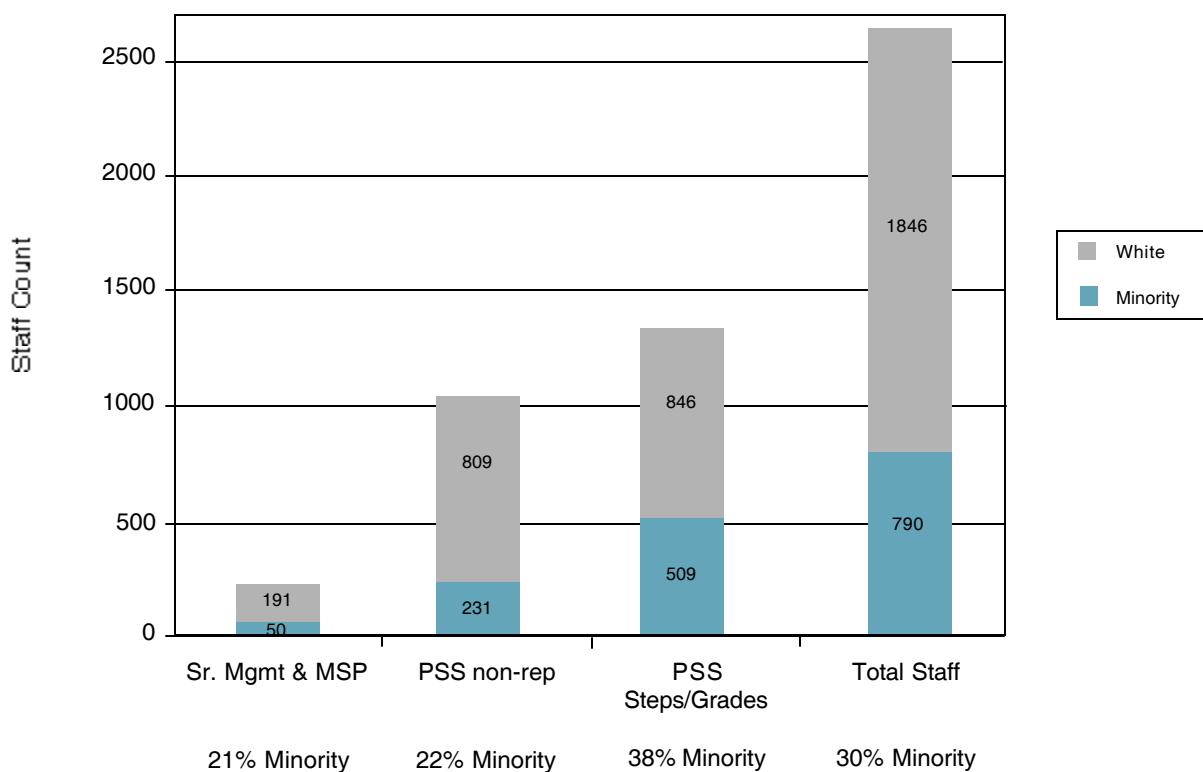
	Men	Women	African Amer	Asian/PI	Amer. Indian	Latino	White	Unknown
Staff	1122	1543	81	174	24	511	1846	29
% of Total	42.1%	57.9%	3.1%	6.6%	0.9%	19.4%	70.0%	1.1%

How diverse are UCSC staff?

Compared to last year, the percentage of women and the percentage of people of color has remained essentially the same for all job groups. The largest cluster of minority staff is in PSS Steps/Grades (represented titles) in food, custodial and grounds jobs. The chart below shows the representation of staff by level and race/ethnicity.

Career Staff by Level and Race/Ethnicity as of December 31, 2005

The chart does not include the 29 staff of undeclared or unknown race/ethnicity.



SM = Senior Management **MSP** = Managers and Senior Professionals **PSS** = Professional and Support Staff

Career Staff by Division

As shown in the table below, there are significant differences in staff representation among the different campus organizational divisions. There are many reasons for these differences, including the types of jobs in the division and the availability of women and people of color for those specific jobs.

The divisions with the highest representation of staff of color are Student Affairs and Business Administrative Services (BAS). Student Affairs has a high percentage of staff of color at all levels, while the highest percentage for BAS is at the represented PSS steps.

Each Principal Officer receives an annual data report, which includes staff representation and underutilization for their area. The following section discusses underutilization for the campus as a whole.

UC Santa Cruz Career Staff by Organizational Unit as of December 31, 2005

Division	Unit Staff Totals	Unit Total		SM & MSP		PSS non rep		PPS steps	
		Minority	White	Minority	White	Minority	White	Minority	White
Academic Divisions	762	16.7%	82.0%	22.1%	74.0%	16.1%	82.7%	16.0%	83.1%
BAS	694	33.0%	66.4%	14.3%	85.7%	11.9%	85.9%	42.1%	57.9%
Chancellor/CPEVC	100	18.0%	82.0%	8.3%	91.7%	13.8%	86.2%	44.4%	55.6%
Colleges	126	31.7%	67.5%	16.7%	83.3%	37.3%	62.7%	24.4%	73.3%
ITS	147	15.0%	83.0%	14.0%	83.7%	14.9%	83.8%	16.7%	80.0%
Multicampus Research	58	6.9%	89.7%	12.5%	87.5%	5.0%	90.0%	6.7%	90.0%
Student Affairs	705	48.5%	50.5%	41.0%	59.0%	38.2%	61.5%	56.5%	41.9%
University Relations	73	11.0%	86.3%	15.4%	84.6%	8.3%	91.7%	12.5%	79.2%
Grand Total	2665	29.6%	69.3%	20.4%	78.0%	22.0%	77.0%	37.2%	61.8%

* totals include 29 staff of undeclared ethnicity, percents will not always equal 100

Underutilization, January 1, 2005 - December 31, 2005

UCSC has the lowest percentage of staff who are people of color in comparison to other UCs.¹ However, in evaluating how well we are doing with affirmative action, the federal regulations require us to consider the availability of women and people of color who possess the skills for our various jobs and who live in different recruitment areas for each job group. Availability for UCSC staff is derived from a combination of U.S. census data showing the sex and ethnicity of people with particular job skills in UCSC's local, state, or national recruiting areas and campus promotional pools by job group.

The following table is the result of comparing the UCSC career staff in each job group with availability, with "X"s showing where we have underutilization. The campus shows evidence of underutilization for people of color in all job groups. Women are underutilized on our campus in nine out of 20 job groups.

Career Staff Underutilization by Job Group as of December 31, 2005

Job Group Number & Title	Afr Am	Asian/PI	Amer Ind	Latino	Women
A10- Senior Management	X	X			X
A11- MSP Administration	X	X	X		
A12 - MSP Technical	X	X			X
B19 - Administrative, Grades K-M	X	X	X		
B20- Student Affairs, Grades K-M	X				
B21 - Administrative, Grades H-J	X	X	X	X	
B22 - Student Affairs, Grades H-J	X		X		
B30 - Technical, Grades K-M	X	X	X	X	
B31 - Technical, Grades H-J		X		X	X
C40 - Technical, High-Mid Level	X	X		X	X
C41 - Technical, Entry Level	X	X	X	X	X
E50 - Clerical/Admin., High Level			X	X	X
E51 - Clerical/Admin., Mid Level		X			X
E52 - Clerical/ Admin.,Entry Level				X	X
E53 - Library Assistants			X		
F60 - Skilled Crafts	X	X	X	X	X
G70 - Operatives/Semi-skilled		X		X	
I90 - Protective Services		X	X		
I91 - Food, Custodial & Grounds, High/Supr	X	X	X	X	
I92 - Food, Custodial & Grounds, Entry-Mid	X	X	X		

¹ <http://www.ucop.edu/ucophome/uwnews/stat/statsum/fall2005/statsumm2005.pdf>

Availability

Below are the availability data for women and people of color for each campus staff job group for 2006-07. These availabilities can be compared to recruitment pools to assess the success of outreach efforts.

EEO/AA will make available a web tool within the year, which will allow hiring managers to view the underutilization for a position being recruited. This tool will also give recruitment area information to help hiring managers reach the underutilized groups for the specific job group being filled.

UCSC Career Staff Availability as of Dec 31, 2005

	Afr Am	Asian/PI	Amer Ind.	Latino	Women
A10 - Senior Management	6.9%	7.7%	0.8%	8.8%	49.1%
A11 - MSP Administrative	4.1%	6.7%	0.8%	9.5%	44.3%
A12- MSP Technical	2.0%	19.1%	0.6%	4.3%	26.0%
B19 - Administrative, Grades K-M	3.6%	6.8%	0.3%	7.8%	52.2%
B20 - Student Affairs, Grades K-M	8.2%	7.0%	1.7%	15.1%	64.3%
B21 - Administrative, Grades H-J	3.6%	6.9%	0.6%	8.6%	55.9%
B22 - Student Affairs, Grades H-J	9.3%	5.7%	1.9%	15.0%	67.3%
B30 - Technical, Grades K-M	1.9%	16.4%	0.7%	6.6%	26.0%
B31- Technical, Grades H-J	2.0%	15.9%	0.9%	9.8%	35.7%
C40 - Technical, High-Mid Level	2.6%	13.7%	0.3%	13.3%	38.5%
C41 - Technical, Entry Level	3.2%	12.2%	0.5%	16.2%	59.9%
E50 - Clerical/Admin., High Level	2.4%	5.9%	1.2%	12.9%	88.3%
E51 - Clerical/Admin., Mid Level	2.4%	6.6%	1.0%	12.1%	89.0%
E52 - Clerical/Admin., Entry Level	2.6%	5.9%	0.8%	16.2%	76.6%
E53 - Library Assistants	2.4%	12.9%	0.2%	5.8%	74.3%
F60 - Skilled Crafts	1.9%	4.8%	0.5%	29.0%	5.3%
G70 - Operatives/Semi-skilled	1.8%	4.6%	1.4%	34.7%	12.7%
I90 - Protective Services	7.6%	6.8%	1.5%	23.1%	20.5%
I91 - Food, Custodial & Grounds, High/Supr	1.7%	5.4%	1.2%	49.4%	29.6%
I92 - Food, Custodial & Grounds, Entry-Mid	2.1%	6.5%	1.8%	50.9%	37.6%

Progress on Goals

In monitoring affirmative action, progress on goals is the initial indicator of an institution's commitment to affirmative action. Goals are established for women and identified ethnic groups in every job group where underutilization occurs. For 2005, there were 59 placement goals as determined by underutilization; five of those goals were met. In other words, new hires met or exceeded in five groups where there was previously underutilization. However, placement goals change each year depending on our total workforce and five new goals were added in 2006 bringing the campus placement goals back to 59.

The groups showing the greatest progress in hiring and retention rates were Latinos in Administrative, grades K-M (job group B19) and Asian/Pacific Islanders in Administrative, grades H-J (job group A21).

Career Staff Applicants

Each year, EEO/AA analyzes applicants for UCSC career staff appointments to ensure proportional success rates. For the 2005-06 AAP, applicant data from January to August was analyzed. In September of 2005, Staff HR implemented a new Recruitment Management System (RMS). As of the preparation of this summary, applicant data sets from RMS are not yet available. Thus the applicant data used to analyze hires and promotions is based on only 8 months of data (January to August 2005). September through December 2005 applicant data will be analyzed with 2006 data.

During the first 8 months of 2005, UCSC received 9626 career applications. Of these, 464 people were selected for hire or promotion. 84% of applicants identified their race/ethnicity and 87% of applicants identified their gender.

In 2005, 34% of UCSC applicants identified themselves as a person of color. This is a slight decline from 35.4% the previous year. While Asian/Pacific Islander and Latino applicants decreased, African American and American Indian applicants increased.

Current career staff representation of people of color is 30%. Given a people of color applicant representation of 34%, UCSC overall has diverse applicant pools in many recruitments to make progress towards reducing underutilization. While there are job groups in which UCSC needs to improve outreach efforts, there are many recruitments where outreach efforts have been effective and diverse pools are available.

In 2005, 55.3% of applicants were women. This is a 1.7% increase from 2004.

Proposition 209

Proposition 209 went into effect in 1997 and UCSC must use race - and gender-neutral criteria in its employment practices. However, UC is still obligated under federal requirements to analyze its workforce and take proactive efforts to ensure that underutilized women and people of color are in our applicant pools. Efforts could include sending job announcements to ethnicity-specific organizations and women's organizations. However, a candidate may not be selected solely because of his or her race or gender.

EEO/AA is often asked how Prop. 209 has affected our workforce. It is not possible for us to separate the results of Prop 209 from other influences on the workforce, such as an increasingly diverse community and internal changes. For example, the percentage decrease of white staff is directly related to the percentage increase of Latino staff, which is the result of the campus assuming responsibility for Dining Services and incorporating existing staff into the organization. The table below shows the changes to UC career staff demographics during the time period since Prop. 209 was approved.

UC Santa Cruz Workforce Representation October 1996 - December 2005

Group	Prior to Prop. 209 10/31/1996	Current Staff 12/31/2005	% Change 96-05
White	77.1%	70.0%	-7.1%
African American	3.6%	3.1%	-0.5%
Asian/ Pacific Islander	6.2%	6.6%	0.4%
Amer. Indian/ Alaskan Nat.	0.9%	0.9%	-
Latino	12.2%	19.4%	7.2%
Men	38.4%	42.1%	3.7%
Women	61.6%	57.9%	-3.7%
Total Employees	1761	2665	

Personnel Transactions

Career Staff Hires

UCSC hired 376 career staff in 2005. This represents a 24% increase in hiring activity compared to the previous year. Of the new hires of known gender and race, 31.5% were people of color, 60.5% were women.

Upward Mobility: Promotions

At UCSC, promotions are defined as current employees applying for and being selected for higher-level positions through open recruitment. During the last year, there was a 49% increase in the total number of employees promoted, compared to the previous year. The percentage of people of color who were promoted increased by 3.4% from last year to 27.8% of the known total.

Upward Mobility: Reclassifications

During the last year, 175 current staff were reclassified upward. This represents a continuation of the declining rate of staff reclassifications (6.6% in 2005 compared to 14.7% in 2001). Latinos, Asian/Pacific Islanders and African Americans had lower reclassification rates than the majority group.

	Men	Women	Afr. Am	Asian/PI	Amer. Ind	Latino	White	Total
Staff Hires	149	227	11	36	4	64	250	376
Promotions	38	78	5	7	0	19	84	116
Reclassifications	56	112	3	11	1	29	126	175
% of Total Staff Hires	39.6%	60.4%	3.0%	9.9%	1.1%	17.5%	68.5%	
% of Total Promotions	32.8%	67.2%	4.3%	6.1%	0.0%	16.5%	73.0%	
% of Total Reclases	32.0%	64.0%	1.8%	6.5%	0.6%	17.3%	75.0%	

Separations

There were 319 total career staff separations during 2005, approximately 12.5% of the 2004 workforce. Voluntary separation rates increased for African Americans and Latinos. Latinos have the lowest rate of voluntary separations of all racial/ethnic groups at 7.8%. Retirements increased from 40 in 2003 to 60 in 2005. There were 52 involuntary career staff separations (medical separations, layoffs, and disciplinary actions). The overall involuntary separation rate decreased this year, from 2.7% to 2.0% of the workforce.

	Men	Women	Afr. Am	Asian/PI	Amer. Ind	Latino	White	Total
Separations, Voluntary	94	173	16	21	3	40	182	267
Separations, Involuntary	27	25	3	3	0	16	28	52
% of Total Voluntary Seps	35.2%	64.8%	6.1%	8.0%	1.1%	15.3%	69.5%	
% of Total Involuntary Seps	51.9%	48.1%	6.0%	6.0%	0.0%	32.0%	56.0%	

Age

Employees who are 40 and older are protected under federal law from age discrimination in employment. While there are no required analyses, EEO/AA prepares age reports to assist the administration with planning.

The table below shows the distribution of career staff by age group. 39% of UCSC's career staff are 50 or older, 7% are 60 or older. This has tremendous impacts on succession planning and strategic management for the campus. Additionally as the campus considers strategic initiatives, it is important to note the gender and minority distribution of current staff.

The gender distribution fluctuates over the age groups. However, the general distribution of people of color is inversely related to increasing age. There is a significant difference between younger and older staff when looking at ethnicity. The 20-24 age group comprises the largest percentage of people of color. The majority of these staff are employed in entry-to-mid level Student Affairs, clerical and food, custodial and grounds titles.

Retaining the younger staff of color is necessary as UCSC works to mirror the available workforce.

UCSC Career Staff as of 12/31/2005
(Age calculated from 2006)

Age Group	Total	Male	Female	White	Minority
20-24	106	37.7%	62.3%	45.3%	53.8%
25-29	262	42.0%	58.0%	60.3%	38.2%
30-34	261	48.7%	51.3%	57.1%	41.8%
35-39	272	43.0%	57.0%	61.8%	36.8%
40-44	317	44.5%	55.5%	67.5%	31.9%
45-49	419	39.6%	60.4%	71.1%	28.2%
50-54	471	41.2%	58.8%	76.4%	22.3%
55-59	376	39.4%	60.6%	81.6%	17.3%
60-64	142	40.1%	59.9%	81.7%	16.9%
65-69	28	50.0%	50.0%	75.0%	25.0%
70 plus	11	72.7%	27.3%	63.6%	36.4%
Total	2665				

Protected Groups

Many groups of staff are specifically protected under affirmative action regulations. Below is a discussion of some of these groups.

Disabled

The administration of UC Santa Cruz is committed to treating staff with disabilities equitably in all areas of employment. UCSC makes known to both applicants and employees the availability of reasonable accommodation.

Employees are asked at the time of hire if they are disabled. This data is maintained at UC Office of the President for all campuses to protect confidentiality. Please contact the EEO/AA office for UC system wide disabled staff data. Employee accommodations are handled by Kelly Roberts, Disability Management Coordinator.

Women

Women currently comprise 58% of UCSC staff, with the highest representation in Professional and Support Staff, non-represented titles. While women are well represented in many job groups, they are underrepresented in 9 of 20 UCSC job groups. The highest under-representation for women is in MSP Technical positions.

Five of 11 campus Senior Managers are women. This is an excellent achievement for our campus given that in 1999 one of 11 Senior Managers was a woman.

African Americans

African Americans currently comprise 3.1% of career staff of known ethnicity. The job groups with the highest percentage of African American staff are Student Affairs titles (grades H-J and K-M) as well as Community Safety Officer titles. African Americans are underutilized in 13 of 20 job groups. The highest underutilization for this group is in Student Affairs titles, grades H-J.

African American staff representation has fallen to 3.1% of total staff (from 3.4% in 2004), due to overall increase in staff size and separations. These separations occurred at various job levels and across the divisions.

When personnel transactions are reviewed, African Americans are hired proportionately to their applicant percentage. Last year 11 of 376 new career staff were African American. The percentage of African Americans who were promoted is high given their representation of campus staff. However, the reclassification rate for African Americans is low. This rate will be watched in the coming year.

Asian/ Pacific Islanders

In 2005, the percentage of campus staff who identified as Asian/Pacific Islander was 6.6%. This is an increase of 0.4% from 2004, due in part to an increase in the percentage of hired staff who were Asian/PI. The job group with the highest percentage of Asian/PI's is in the University Affiliated Research Center (UARC) MSP Technical positions.

Asian/PI's are the most significantly underutilized group on our campus. When applicants are compared to those selected for hire, Asian/Pacific Islanders have lower rates of success than other ethnic/racial groups. The titles where Asian/PI's are the most underutilized include Technical jobs, grades H-J, represented technical jobs, mid-high level and entry-mid level food, custodial and grounds jobs.

There was a reduction in separations for Asian/PI's in 2005. Both the promotion and reclassification rate were similar to the group's representation among career staff.

American Indians

0.9% of campus staff identify as American Indian. This percentage has remained constant over the past six years. It is not possible to use statistics to analyze personnel actions because this staff group is small. There are currently 24 American Indian staff, spread across job groups and units.

The EEO/AA office pays particular attention to their personnel transactions and separations given their small numbers.

Latinos/ Latinas

The percentage of Latino staff has remained constant from 2004-2005. While it is true that in the past five years Latino staff has increased from 12.5% to 19.4% of career staff, the majority of the increase has been due to the hiring of Dining Service employees. When food, custodial and grounds titles are removed from both the 1999 and 2005 data the increase for the rest of campus titles is from 9.7% in 1999 to 10.3% in 2005. Latinos are still underutilized in 10 of 20 job groups. Of the 511 Latino staff, 51% are employed in food, custodial and grounds titles, while those titles make up 14% of the campus workforce.

Latinos are most highly underutilized in represented technical titles, mid-high level, semi-skilled operative titles (Building Maintenance jobs) and food, custodial and grounds high/supervisory level.

It is difficult to analyze personnel transactions for this group because the representation is so weighted in food, custodial and grounds titles.

Gay, Lesbian, Bisexual, Transgender and Intersex

Staff are legally protected from discrimination based on gender identity and sexual orientation. The UCSC Non-Discrimination Policy states this commitment to equal opportunity in employment. Neither gender identity nor sexual orientation data is collected or maintained for UCSC staff.

Citizenship

Citizenship is included under the Non-Discrimination Policy. Staff who are citizens of another country are ensured equal opportunity in employment actions, including hiring. However, UCSC does not sponsor work visas for staff.

Religious Groups & National Origin

UCSC complies with federal and state guidelines on non-discrimination because of religion or national origin. As stated in the UCSC Non-Discrimination Policy, the campus does not engage in discrimination against or harassment of any person employed or seeking employment with the University on the basis of religion or national origin.

UCSC makes every effort to accommodate the religious observances and practices of applicants and employees.

Covered Veterans

It is the policy of the University of California, Santa Cruz, to offer equal employment opportunities to people who are special disabled veterans, Vietnam-Era veterans, recently-separated veterans and any other veteran who served on active duty during a war or in a campaign or expedition for which a campaign badge has been authorized. The intent of our policy is to make UCSC equally accessible to all persons and to seek to employ qualified people with disabilities and veterans at all levels and in all classifications at UCSC.

It is the policy of UCSC that when offering employment or promotion to covered veterans, the amount of compensation offered will not be reduced because of any disability income, pension, or other benefit the applicant or employee receives from another source.

Veteran Status is maintained at UCOP to ensure strict confidentiality.

Campus Goal 2006-2009

This year EEO/AA reviewed the process for developing affirmative action goals at UCSC. In deciding a new course of action, EEO/AA took into account the historical staff underutilization the campus has faced, the results of campus wide research on recruitment and the current status of business transformation efforts.

EEO/AA decided that instead of divisions creating new goals each year, it would establish a campus wide goal of decreasing staff underutilization with a three-year implementation timeframe (2006-2009). To assist the campus in meeting this goal, EEO/AA developed "Suggested EEO/AA Strategies for Staff Recruitments." These strategies are available at <http://www2.ucsc.edu/eo-aa/> Divisions are encouraged to set additional goals that address their particular EEO/AA and diversity needs but the overarching campus goal is to decrease staff underutilization.

Divisional Reports

The divisional reports requirement was waived for 2006-07 due to the changes discussed above. However, divisions had the option of submitting a short report highlighting efforts related to affirmative action and diversity in their areas. These reports follow and are intended to provide the campus with ideas and inspiration.

Business and Administrative Services Division

Business and Administrative Services (BAS) continued efforts on several fronts to increase staff diversity. A new series of quarterly meetings was launched for divisional managers and supervisors, with topics including leadership, management, BAS-wide issues and perspectives, and updates from units and divisions across campus. The meeting for Winter Quarter 2006 featured two presentations on diversity. Patti Hiramoto (Director, Equal Employment Opportunity/Affirmative Action office) gave an update on affirmative action and diversity on campus, with a special focus on data for the BAS division. Dr. Carlos Cortes (Professor Emeritus of History at UC Riverside) then led a discussion entitled *The New Multiculturalism: Leadership in a Changing America*. In his presentation, Cortes discussed how organizations can address diversity in a constructive manner, and how individuals can better build strength from diversity.

BAS continued to provide six-hour workshops throughout the year on the competency-based interviewing technique called *Interviewing Today's Workforce*. An additional 13 staff members were introduced to the curriculum, which includes segments on recognizing the influence of first impressions, shifting from traditional interviewing to inclusive interviewing, challenging assumptions and stereotypes, expanding one's cultural comfort zone, and using various models to understand cultural differences. Over half of these staff members were from divisions other than BAS.

Both Financial Affairs and Staff Human Resources (two of the largest units within the division) engaged local trainer Tony Hill to run "Welcoming Diversity" workshops with their staff. These workshops help create work teams that utilize everyone's strengths. Through the use of the "True Colors" system, participants are able to discover new ways of looking at themselves and develop a greater appreciation of others.

Both the Associate Vice Chancellor of BAS and the Director of Staff Human Resources attended the systemwide Senior Leadership Forum in Irvine this year. The focus of the conference was the new UC Talent Development and Succession Management Initiative; topics included a session titled *Succeeding Through Diversity*.

Through new hires, reclassifications, and promotions, BAS was able to improve underutilization in three job groups during the past year: B19 (Admin. Grades K-M), E50 (Clerical/Admin. High), and F60 (Skilled Crafts).

Information Technology Services Division

1. The ITS Training Manager developed an ITS training plan to offer technical training and professional development opportunities to staff. The training manager is also working with AA/EEO on a plan to offer diversity training in 2006-07.
2. Training Manager ensured that supervisors received training in fair hiring, Title IX, and supervisory development.
3. Significant professional advancement opportunities are being offered to all ITS employees through the consolidation. A job fair was hosted by department managers to introduce employees to the new organizational structure. As departments begin to centralize, advancement opportunities are being offered via a significant number of new jobs openings, transfers, and reclassifications. Managers are working closely with the compensation unit to ensure that internal and market data are reviewed during the recruitment and classification review process. Senior managers are working closely with Staff HR analysts to ensure that ITS strategies align with campus values and practices.
4. ITS had a 100% success rate of completed performance evaluations for 2004/2005 performance evaluation cycle. There was an improvement in the numbers of supervisors completing the training goals and objectives for their employees. Mark Cianca, Director of the Portfolio Management Group, is leading a committee to align the performance management process with ITS strategic goals for 2006-07.
5. Recruitments included outreach efforts to expand the applicant pool and departmental budgets were allocated for this effort. Advertising included on-line job postings that reached a broad candidate pool beyond the local area.
6. Some improvements were made in job descriptions. Efforts were made to ensure that UCSC experience, experience in a higher education environment, and familiarity with campus systems were not included in the minimum qualifications section of the job description, and only sometimes included in preferred qualifications section.
7. Provided exit interviews for all separating staff. Most employees completed the exit interviews, which were forwarded to the department heads and managers for review. This allowed management to receive employee feedback on actual work experiences and provided information on efforts that are needed to improve the work climate.
8. Improvements in underutilization were made last year. The overall underutilization with respect to job groups improved for women; there was an increase for the division population in the Asian/Pacific Islander and Latino groups.

Student Affairs Division

Student Affairs looks forward to continuing our efforts of modeling the implementation of diversity goals, and our collaborative efforts with the EEO/AA office.

Student Affairs will continue to sponsor recruitment and training programs with the goal of increasing and maintaining our staff diversity.

Focused Recruitment

In 2005, Student Affairs established an approval to hire process with focused recruitment on underutilized titles as part of our continuing efforts to support diversity in our workforce. The goal is to eliminate or reduce the gaps in the "underutilized" title codes by focusing recruitment efforts on those underutilized populations using recruitment information and resources developed in collaboration with Staff Human Resources and EEO/AA.

Training

CUHS implemented a Cultural Competency Training program for the CUHS Management team. The Cultural Competency Training program was a year-long program that included 40 hours of training and additional hours of group work and planning.

**Equal Employment Opportunity/Affirmative Action Office
114 Kerr Hall**

Phone: 831.459.2686

Website: www2.ucsc.edu/eeo-aa