

**AFFIRMATIVE ACTION PLAN (AAP)
EXECUTIVE ORDER 11246**

for

**San Francisco State University
1600 Holloway Avenue
San Francisco, CA 94132
415.338.1111**

2021 Affirmative Action Plan

January 1, 2021 – December 31, 2021

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PART I: AAP FOR MINORITIES AND WOMEN

**PART II: AAP FOR PROTECTED VETERANS
AND INDIVIDUALS WITH DISABILITIES**

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San Francisco State University wishes to make it clear that it does not consent to the release of any information whatsoever contained in this AAP under the Freedom of Information Act or otherwise. If the U.S. Government, or any agency or subdivision thereof, is considering breaching the conditions under which this AAP was loaned to such Government, or is considering a request for release of this AAP under the Freedom of Information Act, a request is hereby made that the Government immediately notify the AVP, Human Resources of San Francisco State University of any and all Freedom of Information Act requests received by the Government or any other contemplated release of this AAP by the Government which relates to information obtained by the Government from the Company. We further request that everyone who has any contact with this AAP or its supporting data treat such information as totally confidential and that such information not be released to any person whatsoever. Retention or disclosure of information relating to identifiable individuals may also violate the Privacy Act of 1974.

SAN FRANCISCO STATE UNIVERSITY
AFFIRMATIVE ACTION PLAN AAP
JANUARY 1, 2020 – DECEMBER 31, 2020

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INTRODUCTION TO PARTS I AND II

BACKGROUND

San Francisco State University is one of the 23 campuses of the California State University system (CSU). Responsibility for the governance of the system is vested in the Board of Trustees, which consists of *ex officio* members, alumni and faculty representatives, and members appointed by the Governor. The Trustees appoint the Chancellor, who is the chief executive officer of the system, and the Presidents, who are the chief executive officers of the respective campuses.

The Trustees, the Chancellor, and the Presidents develop system wide policy: The Academic Senate of the California State University, made up of elected representatives of the faculty from each campus, recommends academic policy to the Board of Trustees through the Chancellor. Under the California Master Plan for Higher Education, California State University accepts students who graduate in the top third of their high school class.

SF State serves 23,926 undergraduate and 3,149 graduate students. Of the 23,926 Undergraduates reporting their ethnicity, 22,540, 94.20% were students of color (Non-White). Approximately 56% of all students are women. There are also approximately 1900 students who are receiving services and accommodations for a disability.

Within its 84 academic departments and programs, SF State awards Bachelor's degrees in 77 areas of specialization with an additional 48 areas of concentration; and Master's degrees in 63 areas of specialization with an additional 41 areas of concentration. SF State offers an independent doctorate of education (Ed.D.) program with an interdisciplinary emphasis; a Ph.D. in Education with a concentration in special education, jointly, with University of California, Berkeley; and a Doctor of Physical Therapy (D.P.T.) and a research doctorate for licensed physical therapists (D.P.T.Sc.) is offered jointly with University of California, San Francisco. The University also offers 16 credential programs and 42 certificate programs.

The Company was founded in 1899 in the State of California.

SF State's academic departments and programs are located in 6 academic colleges. These

include:

College of Business

College of Liberal & Creative Arts

Graduate College of Education

College of Ethnic Studies

College of Health & Social Sciences

College of Science & Engineering

College of Interdisciplinary Studies

There are also 3 satellite centers that provide programs and classes. They include the Romberg Tiburon Center for Environmental Studies, the Sierra Nevada Field Campus, and the Downtown Campus.

Students at SF State come mainly from Northern California but a significant number come from throughout the state. Over 1,250 international students are enrolled at the University.

SF State employs approximately 1,839 Faculty, 1,523 staff members and 237 administrators. In accordance with California's Higher Education Employee Relations Act (HEERA), employees of the California State University are organized into 10 separate bargaining units, each of which is represented by a duly certified labor union.

Campus policies and procedures for implementing system policy are developed through consultation with groups representing the various constituencies: The Academic Senate, relevant labor organizations, Associated Students, Inc. and the administrative structure of the University.

San Francisco State University is a federal government supply and service contractor subject to the affirmative action requirements of Executive Order 11246, the Rehabilitation Act of 1973 as amended, and the Vietnam Era Veterans' Readjustment Assistance Act of 1974, Section 4212. Because San Francisco State University has \$50,000 or more in annual contracts with the federal government and employs 50 or more employees, we are required to prepare annual written Affirmative Action Plans (AAP's) for minorities and women, for protected veterans, and for individuals with disabilities for our organization. Failure to comply with these laws and their implementing regulations, which are enforced by the Office of Federal Contract Compliance

Programs (OFCCP), can result in debarment of the Company from future contracts and subcontracts.

Affirmative action is a term that encompasses any measure adopted by an employer to correct or to compensate for past or present discrimination or to prevent discrimination from recurring in the future. Affirmative action goes beyond the simple termination of a discriminatory practice.

As stipulated in federal regulations, a prerequisite to the development of a satisfactory affirmative action plan is the evaluation of opportunities for protected group members, as well as an identification and analysis of problem areas inherent in their employment. Also, where a statistical analysis reveals a numeric disparity between incumbency and availability (and/or hiring rates for veterans), an adequate AAP details specific affirmative action steps to guarantee equal employment opportunity. These steps are keyed to the problems and needs of protected group members. For minorities and women, such steps include the development of hiring and promotion goals to rectify the disparity between incumbency and availability. For protected veterans and individuals with disabilities, such steps will include a thorough review of the company's outreach efforts to determine the effectiveness of such efforts in closing the hiring and/or utilization gaps. It is toward this end that the following AAP of San Francisco State University was developed.

APPLICABLE AFFIRMATIVE ACTION LAWS AND REGULATIONS

San Francisco State University's AAP for minorities and women (Part I) has been prepared according to Executive Order No. 11246, as amended, and Title 41, Code of Federal Regulations, Part 60-1 (Equal Employment Opportunity Duties of Government Contractors), Part 60-2 (Affirmative Action Programs of Government Non-Construction Contractors; also known as "Revised Order No. 4"), and Part 60-20 (Sex Discrimination Guidelines for Government Contractors).

San Francisco State University has developed separately an affirmative action plan for protected veterans and individuals with disabilities (Part II) prepared in accordance with the Rehabilitation Act of 1973, Section 503, as amended and Title 41, Code of Federal Regulations, Part 60-741 (Affirmative Action Program for Individuals with Disabilities), the Vietnam Era Veterans' Readjustment Assistance Act of 1974, Section 4212, as amended, and Title 41 Code of Federal Regulations, Part 60-300 (Affirmative Action Program for protected veterans).

Under [Section 503](#), a business with a federal contract of more than \$15,000 is required to treat qualified individuals with disabilities without discrimination on the basis of their physical or mental disability in all employment practices, and to take affirmative action to employ and advance in employment individuals with disabilities. If the company has at least 50 employees and a single contract of \$50,000 or more, then it must also develop a Section 503 AAP, as described in [41 CFR 60-741, Subpart C](#). Section 503 applies to businesses with federal construction contracts, but not to businesses with federally assisted construction contracts.

Under [VEVRAA](#), a business with a federal contract of \$150,000 or more is required to treat qualified individuals without discrimination based on their status as a protected veteran in all employment practices, and to take affirmative action to employ and advance in employment protected veterans. If the company has at least 50 employees and a single contract of \$150,000 or more, then it must also develop a VEVRAA AAP, as described in [41 CFR 60-300, Subpart C](#). VEVRAA applies to businesses with federal construction contracts, but not to businesses with federally assisted construction contracts.

COVERED GROUPS UNDER AFFIRMATIVE ACTION LAWS AND REGULATIONS

Coverage under affirmative action laws and regulations applies to:

Women and minorities who are recognized as belonging to or identifying with the following race or ethnic groups: Blacks/African Americans, Hispanics/Latinos, Asians/Pacific Islanders, and American Indians/Alaskan Natives.

Any veteran 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 who was discharged or released from active duty because of a service-connected disability.

Recently separated veterans: any veteran currently within three-years of discharge or release from active duty.

Veterans who served on active duty in the U.S. military during a war or campaign or expedition for which a campaign badge is awarded.

Veterans who, while serving on active duty in the Armed Forces, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985.

An individual with a disability: 1) a person who has a physical or mental impairment that substantially limits one or more of his/her major life activities; (2) has a record of such impairment, or (3) is regarded as having such an impairment.

PROGRAM TERMINOLOGY

The terms, "comparison of incumbency to availability," "deficiency," and "problem area," appearing in this AAP, are terms San Francisco State University is required by government regulations to use. The criteria used in relation to these terms are those specified by the government. These terms have no independent legal or factual significance whatsoever. Although San Francisco State University will use the terms in total good faith in connection with its AAP, such use does not necessarily signify that the Company agrees that these terms are properly applied to any particular factual situation and is not an admission of non-compliance with EEO laws, regulations, and objectives.

The comparison of incumbency to availability contained herein is required by Government regulations to be based on certain statistical comparisons. Geographic areas and sources of statistics used herein for these comparisons were used in compliance with Government regulations, as interpreted by Government representatives. The use of certain geographic areas and sources of statistics does not indicate San Francisco State University's agreement that the geographic areas are appropriate in all instances of use or that the sources of statistics are the most relevant. The use of such geographic areas and statistics may have no significance outside the context of this AAP. Such statistics and geographic areas will be used, however, in total good faith with respect to this AAP.

The grouping of job titles into a given job group does not suggest that San Francisco State University believes the jobs so grouped are of comparable worth.

Whenever the term "goal" is used, it is expressly intended that it "should not be used to discriminate against any applicant or employee because of race, color, religion, gender, or national origin," as stated in Title 41 Code of Federal Regulations, Part 60-2.16(e)(2).

This AAP is not intended to create any contractual or other rights in any person or entity.

RELIANCE ON EEOC'S GUIDELINES

Although San Francisco State University does not believe any violation of Title VII of the Civil Rights Act exists, it has developed this AAP in accordance with and in reliance upon the EEOC's Guidelines on Affirmative Action, Title 29 Code of Federal Regulations, Part 1608.

REPORTING PERIOD

This AAP is designed to cover the following reporting period,

- AAP implementation period: January 1, 2021 – December 31, 2021
- Transaction period: January 1, 2020 – October 31, 2020

STATEMENT OF PURPOSE FOR PARTS I AND II

This AAP has been designed to bring women and men, members of minority groups, protected veterans, and individuals with disabilities into all levels and segments of San Francisco State University's workforce in proportion to their representation in the qualified relevant labor market.

The AAP, therefore, is a detailed, results-oriented set of procedures which, when carried out, results in full compliance with equal employment opportunity requirements through the equal treatment of all people.

The manner in which this is to be accomplished becomes technical and somewhat complicated. There are several reasons for this. First, San Francisco State University is subject to and must address a variety of State and Federal laws and guidelines dealing with equal employment opportunity and affirmative action. These guidelines and requirements are in themselves somewhat technical and complex. In addition, relevant court decisions, which are often useful in interpreting, but sometimes conflicting with these requirements and guidelines, must be taken into account when developing and implementing the AAP. Furthermore, in determining San Francisco State University's current equal employment opportunity and affirmative action position and its desired future achievements, numbers, percentages, statistics, and numerous calculations and computations must come into play.

The technical, legal, and mathematical aspects of the AAP, however, all have one common purpose—to allow us to properly identify three key concepts:

1. Where we stand now,
2. Where we must go,
3. How best to get there.

These three concepts are the Affirmative Action Plan.

SAN FRANCISCO STATE UNIVERSITY

2021 AFFIRMATIVE ACTION PLAN

PART I: AFFIRMATIVE ACTION PLAN FOR MINORITIES AND WOMEN

FOR

JANUARY 1, 2021 – DECEMBER 31, 2021

PART I

AAP FOR MINORITIES AND WOMEN

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PART I: AAP FOR MINORITIES AND WOMEN

CHAPTER 1: ORGANIZATIONAL PROFILE

41 C.F.R. § 60-2.11

Workforce Analysis/Lines of Progression

San Francisco State University conducted a workforce analysis to identify employees of the 2020 Affirmative Action Plan by gender and race/ethnicity in each job title. The data was collected from payroll records dated 10/31/2020.

Job titles are listed by organizational unit. Job titles are listed from lowest to highest paid. The list includes all job titles, including departmental supervision, exempt, and nonexempt titles.

For each job title, San Francisco State University identified the total number of employees, the number of male and female employees, the total number of minority employees, the male and female minority employees, the total number of employees who are White, Black, Hispanic, Asian, American Indian or Alaskan Native employees, Native Hawaiian or Pacific Islander, and Two or More races, and the male and female employees within each of these race/ethnic groups.

Lines of Progression

Developed in conjunction with the workforce analysis is information on San Francisco State University's lines of progression. Lines of progression (career ladders/career paths) identify the job titles through which an employee can move to the top of a line. For each line of progression, applicable departments are identified. These are the departments which employ persons in the job titles in the specified line of progression. Some lines of progression are limited to only one department, while others are found throughout several departments.

The lines of progression provide useful information regarding patterns of vertical and horizontal movement throughout our workforce. These patterns will be evaluated to ascertain whether they provide to our employees the optimum career mobility and opportunities for advancement.

See the *Workforce Analysis/Lines of Progression* for the results per organizational unit.

CHAPTER 2: JOB GROUP ANALYSIS

41 C.F.R. § 60-2.12

Although the workforce analysis was conducted individually for every job title, after it was completed, job titles were grouped for the comparison of incumbency to availability and for setting goals. There were several reasons for grouping jobs.

Many job titles are so similar in content that handling them individually in the AAP is not necessary. Grouping together these very similar titles is appropriate for the comparison of incumbency to availability. For many job titles, the availability data that can be collected is limited, and the same data must be used for several related jobs. Therefore, grouping these related titles together is logical. Also, many job titles have so few incumbents in them that identifying disparities between incumbency and availability by job title is meaningless—as problem areas would be identified in terms of fractions of people. By grouping several similar titles and increasing the number of employees involved, a meaningful comparison can be conducted; any identified problem areas are more likely to be in terms of whole people. Consequently, goals established to correct problem areas are also more likely to be in terms of whole people.

The three reasons for grouping job titles all discuss "similar" or "related" jobs. That is the most critical guideline in creating job groups. Above all, the job titles placed into a job group must be more similar or related to each other than the job titles in other job groups.

Job groups must have enough incumbents to permit meaningful comparisons of incumbency to availability and goal setting. Ideally, if a job group is identified as containing a problem area, it should be large enough that a goal of a least one whole person can be established. No minimum size has been established for this purpose, however, since it is dependent not only on the size of the job group, but also on the size of the availability percentage and the number of minorities or women already employed in the job group.

It may not be possible for a smaller contractor's job groups to meet the guideline of not crossing EEO categories. While there are usually two or more job groups within each EEO-1 or EEO-6 category, for smaller contractors some or all of their job groups may correspond to EEO categories.

San Francisco State University did not combine job titles with different content, wages, or opportunities if doing so would have obscured problem areas (e.g., job groups which combine jobs in which minorities or women are concentrated with jobs in which they are underrepresented).

CHAPTER 3: PLACEMENT OF INCUMBENTS IN JOB GROUPS
41 C.F.R. § 60-2.13

Each job group appears on a Job Group Report with a job group name and number. The report lists each job title in the job group. For each job title, the worksheet provides the following information: EEO reporting category, job title, employee headcounts for each job title, and overall percentages by gender and race/ethnicity as of 10/31/2020.

See the *Job Group Analysis* for the listing of the job titles and the associated race and gender headcounts per job group.

CHAPTER 4: DETERMINING AVAILABILITY

41 C.F.R. § 60-2.14

"Availability" is an estimate of the proportion of each sex and race/ethnic group available and qualified for employment at San Francisco State University for a given job group in the relevant labor market during the life of the AAP. Availability indicates the approximate level at which each race/ethnic and sex group could reasonably be expected to be represented in a job group if San Francisco State University's employment decisions are being made without regard to gender, race, or ethnic origin. Availability estimates, therefore, are a way of translating equal employment opportunity into concrete numerical terms. Correct comparisons of incumbency to availability, worthwhile and attainable goals, and real increases in employment for problem groups depend on competent and accurate availability analyses. With valid availability data, we can compare the percentages of those who could reasonably be expected to be employed versus our current employment (from the workforce analysis), identify problem areas or areas of deficiency, and establish goals to correct the problems.

Steps in Comparison of Incumbency to Availability

Identify Availability Factors

The following availability factors are required of federal government contractors for consideration when developing availability estimates for each job group:

1. External Factor: The external requisite skills data comes from the 2006-2010 American Community Survey (ACS) Census of Population data.
 - A. Local labor area: A(n) "applicant/employee" Zip Code Analysis was used to identify the most precise local labor area for "San Francisco State University". The final local labor area met the following two (2) conditions: 1) it includes all counties/county sets where 5% or more of the employees/applicants resided, and 2) when summed, those counties/county sets accounted for at least 78% of the total applicants/employees within the at-issue workforce. Smaller contributing counties/county sets are removed (i.e., trimmed) unless they are necessary to reach 78%. Once trimmed, the weights for the remaining counties/county sets were proportionately increased to reach 100%.
 - B. Reasonable labor area: Each factor is assigned a value weight, based on its estimated contribution to hiring and promotion patterns for San Francisco State University. Source data for this Affirmative Action Plan is derived from the 2010 U.S. Census, provided by the State of California Department of Finance, Biddle Associates, and the National Research Council.
2. Internal Factor: The percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization. See the *Internal Availability Analysis* for more detail.

Assign Internal and External Factor Weights: Weights were assigned to each factor for each job group. A combination of historical data and experience were used to determine the weights.

Weights were never assigned in an effort to hide or reduce problem areas.

Identify Final Availability: Weights were multiplied by the component-specific data to produce weighted data for each component. Weighted data for each component was summed. This produced a final availability estimate for each sex and race/ethnic group, as well as for minorities in the aggregate.¹

See the *Availability Analysis* for the availability breakdown for each job group.

¹ In most cases, the final availability report (and most other technical reports in this AAP) only includes data/information for females and minorities in the aggregate.

CHAPTER 5: COMPARING INCUMBENCY TO AVAILABILITY
41 C.F.R. § 60-2.15

Once final availability estimates were made for each job group, San Francisco State University compared the percentage of incumbents in each job group to their corresponding availability. A comparison was made between the percentage employed as of 10/31/2020 and that group's final availability.

See the *Comparison of Incumbency to Availability* for the results per job group.

CHAPTER 6: PLACEMENT GOALS

41 C.F.R. § 60-2.16

San Francisco State University has established an annual percentage placement goal whenever it found that minority or female representation within a job group was less than would reasonably be expected given their availability. In each case, the goal was set at the availability figure derived for women and/or minorities, as appropriate for that job group. These goals take into account the availability of basically qualified persons in the relevant labor area. They also take into account anticipated employment opportunities with our organization. Goals are not rigid and inflexible quotas which must be met, but are instead targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire AAP work. These goals will be reached primarily through recruiting and advertising to increase the pool of qualified minority and female applicants and through implementation of our action-oriented programs (see Chapter 9). Selections will occur only from among qualified applicants. Goals do not require the hiring of a person when there are no vacancies or the hiring of a person who is less likely to do well on the job ("less qualified") over a person more likely to do well on the job ("better qualified"), under valid selection procedures. Goals do not require that San Francisco State University hire a specified number of minorities or women.

A goal is a guidepost against which San Francisco State University, a community group, or a compliance agency can measure progress in remedying identified deficiencies in San Francisco State University's workforce. By setting realistic goals, San Francisco State University should be able to meet the goals, assuming we conduct effective recruitment and advertising efforts to ensure an adequate pool of qualified minority and/or female applicants.

See the *Placement Goals* report for each job group and the *Goals Progress Report* for progress made since the previous AAP.

CHAPTER 7: DESIGNATION OF RESPONSIBILITY
41 C.F.R. § 60-2.17(a)

As part of its efforts to ensure equal employment opportunity to all individuals, San Francisco State University has designated specific responsibilities to various staff to ensure the AAP focuses on all components of the employment system. To that end, the President, the AVP, Human Resources, the Campus Title IX Coordinator, and those employed as supervisors and managers have undertaken the responsibilities described below.

President

The primary responsibility and accountability for implementing the AAP rests with the President. This person is responsible, through the AVP, Human Resources and the Campus Title IX Coordinator, for adherence to San Francisco State University's policy of equal employment opportunity and affirmative action. This role includes, but is not limited to, the following duties:

1. Designate appropriate personnel with the responsibility for overseeing, administering, implementing, and monitoring San Francisco State University's AAP. Ensure that these personnel are identified in writing by name and job title.
2. Ensure that those designated personnel responsible for all AAP components are given the necessary authority and top management support and staffing to successfully implement their assigned responsibilities.
3. Impart the personal direction that ensures total involvement and commitment to equal employment opportunity programs through San Francisco State University's AAP.

AVP, Human Resources

The AVP, Human Resources is responsible for overall supervision of the AAP. The AVP, Human Resources ensures, through the Campus Title IX Coordinator and department managers and supervisors that all relevant policies and procedures are adhered to. Successful implementation of this program is a basis for evaluating the AVP, Human Resources' effective work performance. The AVP, Human Resources' responsibilities include, but are not limited to, the following:

1. Ensure that San Francisco State University adheres to the stated policy of equal employment opportunity, and monitor the application of equal employment opportunity policies.
2. Ensure that the AAP is reviewed and updated annually in accordance with San Francisco State University's stated policy.
3. Participate in periodic discussions with management, supervision, and all other employed personnel to ensure AAP and equal employment opportunity policies are being followed.

4. Review the qualifications of all employees to ensure equitable opportunity, based on job-related employment practices, is given to all for transfers and promotions.
5. Conduct periodic audits of: 1) training programs and hiring and promotion patterns to remove impediments to the attainment of AAP goals and objectives, 2) facilities to ensure they are maintained for the use and benefit of all employees and integrated both in policy and practice, and 3) sponsored educational, training, recreational, and social activities to ensure that all employees are encouraged to participate in accordance with policies on non-discrimination.
6. Ensure that all new employees receive a special orientation to San Francisco State University's equal employment opportunity policy and are thoroughly informed with regard to the AAP and its objectives.
7. Periodically analyze applicant flow to determine the mix of persons applying for employment by race/ethnic origin and gender.
8. Ensure that recruitment advertising is placed in minority and female-oriented publications, as applicable.
9. Review all job descriptions and specifications to ensure they are free of discriminatory provisions and artificial barriers. Ensure that all requirements are job-related, that they are realistic, and that they reflect the actual work requirements of the essential job duties.

Campus Title IX Coordinator

The Campus Title IX Coordinator is responsible for ensuring the directives of the President and AVP, Human Resources are implemented. The Campus Title IX Coordinator' duties include, but are not limited to, the following:

1. Provide direction to San Francisco State University's employees, as necessary, to carry out all actions required to meet the Company's equal employment opportunity and affirmative action commitments.
2. Review, report on, and update San Francisco State University's AAP at least on an annual basis in accordance with stated policy.
3. Responsible for the design and effective implementation of the AAP at all establishments.
4. Develop, implement, and maintain audit and reporting systems to measure effectiveness of equal employment opportunity programs, including those that will indicate the need for remedial action and determine the degree to which goals and objectives have been obtained.

5. Advise management in the modification and development of San Francisco State University's policies to ensure the enhancement of equal employment opportunity for all employees and potential employees within existing equal employment opportunity guidelines.
6. Conduct periodic audits to ensure all required posters and those advertising San Francisco State University's equal employment opportunity policies and AAP are displayed and that San Francisco State University's equal employment opportunity and AAP policies are being thoroughly communicated.
7. Assist in review and revision of all policies, procedures, and rules to ensure they are not in violation of federal or state laws and regulations.

Managers and Supervisors

In their direct day-to-day contact with San Francisco State University's employees, managers and supervisors have assumed certain responsibilities to help the Company ensure compliance with equal employment opportunity programs and effective implementation of the AAP. These include, but are not limited to, the following:

1. Aggressively adhere to San Francisco State University's equal employment opportunity and affirmative action policy.
 - A. Support and assist the AVP, Human Resources and Campus Title IX Coordinator in developing, maintaining, and successfully implementing the AAP.
 - B. Complete progress reports regarding the status of goal achievement.
 - C. Take action to prevent harassment of employees placed through affirmative action efforts.
2. Assign employees to significant jobs that might lead to greater personal growth and value, and counsel them with respect to what is needed for upward mobility within the employment structure.
3. Ensure that all interviews, offers of employment and/or wage commitments are consistent with San Francisco State University's policy.
4. Implement the internal promotion and transfer of all employees under their supervision consistent with AAP goals and objectives.
5. Assist in identifying problem areas and provide needed information for establishing and meeting department affirmative action goals and objectives.

CHAPTER 8: IDENTIFICATION OF PROBLEM AREAS
41 C.F.R. § 60-2.17(b)

Terminology

The phrases “comparison of incumbency to availability,” and “problem area” appearing in this chapter are terms San Francisco State University is required by government regulations to use. The criteria used in relation to these terms are those specified by the government. These terms have no independent legal or factual significance. Although San Francisco State University will use the terms in good faith in connection with its AAP, such use does not necessarily signify the company agrees that these terms are properly applied to any particular factual situation and is not an admission of non-compliance with EEO laws, regulations, and objectives. Whenever the term “goal” is used, it is expressly intended that it “should not be used to discriminate against any applicant or employee because of race, color, religion, gender, or national origin,” as stated in Title 41 Code of Federal Regulations, Part 60-2.16(e).

In addition to comparing incumbency to availability within job groups, San Francisco State University has conducted studies to identify problem areas in each of its selection procedures (i.e., hires, promotions, and terminations). San Francisco State University will continue to monitor and update these studies during each AAP year. In each case where potential problem areas have been identified, affirmative actions, as appropriate, will be taken consistent with any of the action-oriented programs described in Chapter 9 of this AAP.

Goals are established within each of the job groups at no less than the current availability data for the job group.

41 C.F.R. § 60-2.17(b)(1): Workforce by Organizational Unit and Job Group

An analysis of minority and female distribution within each organizational unit was accomplished by a thorough investigation of the *Workforce Analysis*.

An analysis of minority and female utilization within each job group was accomplished by a thorough investigation of the *Comparison of Incumbency to Availability* reports.

41 C.F.R. § 60-2.17(b)(2): Personnel Activity

Applicant flow, hires, promotions, and terminations were analyzed by job group. An analysis of selection disparities in personnel activity between men/women and whites/minorities was accomplished by a thorough examination of transaction data.

See the *Summary of Personnel Transactions Report* for each job group.

41 C.F.R. § 60-2.17(b)(3): Compensation Systems

Compensation analyses were conducted by comparing the salaries for men v. women, and whites v. minorities in each job title/job group/pay grade.

CHAPTER 9: ACTION-ORIENTED PROGRAMS

41 C.F.R. § 60-2.17(c)

San Francisco State University tailors our action-oriented programs each year to ensure they are specific to the problem identified.

Action-Oriented Program (AOPs):

The action-oriented programs designed to address the underutilization of women and minorities, the utilization goal set for individuals with disabilities, and the hiring benchmark for the protected veterans are listed below. These action-oriented programs will be carried-out throughout the AAP year. Evaluation of these AOPS will be conducted at least annually. The AVP, Human Resources, with the help of the managers, will be responsible in ensuring that the following are implemented.

Recruitment:

1. San Francisco State University will continue to place advertisements on job opportunities through local job service offices. The local job service office will be notified concurrent with the placement of a newspaper ad.
2. Due to the extensive technical education and experience required for some positions, San Francisco State University will also continue to place job opportunity announcements in the company website, and in national newspaper when appropriate.
3. San Francisco State University will continue to place an ad in the XXX for campus recruiting.
4. Advertisements and newsletters will always carry the Equal Employment Opportunity clause.
5. Minority and female applicants will be considered for all positions for which they are qualified.
6. San Francisco State University will participate in job fairs if there are sufficient numbers of opening to warrant participation.
7. San Francisco State University will continue to publish recruiting brochures where minority and female members of the workforce are included, as well as in other company literature.

Job Specifications/Selection Process:

1. Develop position descriptions that accurately reflect position functions, and are consistent for the same position from one location to another.
2. Develop job or worker specifications that contain academic, experience, and skill requirements that do not constitute inadvertent discrimination. Develop specifications that

are free from bias with regard to age, race, color, gender, religion, national origin, disability or veteran status.

3. Approved position specifications and worker specifications will be made available to all members of management involved in the recruiting, screening, selection, and promotion process. Copies may also be made available to recruiting sources.
4. San Francisco State University will continue to use only worker specifications that include job-related criteria.
5. San Francisco State University will continue to carefully select and counsel all personnel involved in the recruiting, screening, selection, promotion, disciplinary, and related processes to eliminate bias in all personnel actions.

Job Advancement:

1. Minority and female employees can be made available for participation in Career Days, Youth Motivation Programs, and related activities in the community, as desired.
2. San Francisco State University will continue to post or announce job opportunities. San Francisco State University's Job Posting Policy System requires postings of all positions up to the Senior Management level.
3. San Francisco State University will continue to make use of the inventory of our current employee skills, when completed, to determine academic, skill, and experience level of individual employees.
4. Establish, whenever feasible, formal career counseling programs to include attitude Development, education, aid, job rotation, buddy system, and similar program.
5. Require supervisory personnel to submit justification when apparently qualified minority or female employees are passed over for upgrading.
6. Review seniority practices to ensure such practices are non-discriminatory and do not have discriminatory effect.
7. All employees are actively encouraged to participate in facilities and company-sponsored social and recreational activities.
8. Encourage the design of child-care and transportation programs to improve employment opportunities for minorities and females.
9. San Francisco State University will continue to use our formal employee evaluation program. The performance Appraisal is used for annual reviews for all employees.
10. Employees can choose training courses through the Training Catalog and include them in

their career development plan.

11. Tuition refund is offered to all salaried employees with at least ninety days of service who are interested in pursuing an undergraduate degree or an advance degree, with certain limitations.

CHAPTER 10: INTERNAL AUDIT AND REPORTING
41 C.F.R. § 60-2.17(d)

Inherent in the AAP is the need for periodic self-assessment of problems encountered, corrective action taken, and progress made. Self-evaluation requires complex record keeping systems on applicants, employees, and components of the AAP itself. Periodic reports from supervisors, department managers, the AVP, Human Resources, and other relevant persons are required.

The objective of all record keeping systems to be implemented is to assess the results of past actions, trends, the appropriateness of goals and objectives, the appropriateness and relevancy of identified solutions to problems, and the adequacy of the Plan as a whole. In addition, a further objective is to identify the proper corrective actions to be made to all components.

In order to fully achieve the objectives of such a record keeping system, the results of it must lead to follow-up through feedback to managers, supervisors, and staff, through reallocation of resources, through modifications to plans and the record keeping system itself, through appropriate recognition of personal achievements as well as punitive actions for discriminatory acts. For any identified deficiencies, appropriate corrective action will be identified and implemented.

The records that are maintained are the basis for updating the affirmative action plan, including revising the availability data and establishing annual numerical goals. The internal audit and reporting system is used as the basis for evaluating systemic, results-oriented programs and affirmative action efforts.

The San Francisco State University auditing and reporting system periodically measures the effectiveness of its total affirmative action program. The AVP, Human Resources:

1. Monitors records of all personnel activity, including referrals, placements, transfers, promotions, terminations, and compensation, at all levels to ensure the nondiscriminatory policy is carried out;
2. Requires internal reporting on a scheduled basis as to the degree to which equal employment opportunity and organizational objectives are attained;
3. Reviews report results with all levels of management; and
4. Advises top management of program effectiveness and submit recommendations to improve unsatisfactory performance.

San Francisco State University

2021 Affirmative Action Plan

**PART II: AFFIRMATIVE ACTION PLAN FOR PROTECTED VETERANS AND
INDIVIDUALS WITH DISABILITIES**

FOR

01/01/2021 – 12/31/2021

PART II

AAP FOR PROTECTED VETERANS AND INDIVIDUALS WITH DISABILITIES

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CHAPTER A: POLICY STATEMENT

41 C.F.R. §§ 60-300.44(a); 60-741.44(a)

It is the policy of San Francisco State University and my personal commitment that equal employment opportunity be provided in the employment and advancement for all persons regardless of race, religion, color, national origin, sex, age, sexual orientation/gender identity and status as a protected veteran or individual with a disability at all levels of employment, including the executive level. San Francisco State University does not and will not discriminate against any applicant or employee regardless of race, religion, color, national origin, sex, age, sexual orientation/gender identity and status as a protected veteran and/or individual with a disability to any position for which the applicant or employee is qualified. In addition, San Francisco State University is committed to a policy of taking affirmative action to employ and advance in employment qualified protected veteran employees and qualified employees with disabilities at all levels, including the executive level. Such affirmative action shall apply to all employment practices, including, but not limited to hiring, upgrading, demotion or transfer, recruitment, recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship and on-the-job training. Decisions related to personnel policies and practices shall be made on the basis of an individual's capacity to perform a particular job and the feasibility of any necessary job accommodation. San Francisco State University will make every effort to provide reasonable accommodations to any physical and mental limitations of individuals with disabilities and to disabled veterans.

Employees and applicants shall not be subjected to harassment, intimidation, threats, coercion or discrimination because they have engaged in or may engage in any activity protected by state, federal or local anti-discrimination laws including the following activities:

- (1) Filing a complaint;
- (2) Assisting or participating in an investigation, compliance evaluation, hearing, or any other activity related to the administration of the affirmative action provisions of the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended (VEVRAA) or any other Federal, state or local law requiring equal opportunity for disabled veterans, recently separated veterans, active wartime or campaign badge veterans, or Armed Forces service medal veterans or Section 503 of the Rehabilitation Act of 1973, as amended (Section 503) or any other federal, state or local law requiring equal opportunity for disabled persons;;
- (3) Opposing any act or practice made unlawful by VEVRAA or its implementing regulations or any other federal, state or local law requiring equal opportunity for disabled veterans, recently separated veterans, active wartime or campaign badge veterans, or Armed Forces service medal veterans or section 503 or its implementing regulations or any other federal, state or local law requiring equal opportunity for disabled persons; or
- (4) Exercising any other right protected by VEVRAA or Section 503 or their implementing regulations.

Our obligations in this area stem from not only adherence to various state and federal regulations, but also from our commitment as an employer in this community to provide job opportunities to

all persons regardless of race, religion, color, national origin, sex, age, sexual orientation/gender identity and status as a protected veteran or an individual with disability. San Francisco State University's EEO policy and affirmative action obligations include the full support from President, Lynn Mahoney.

San Francisco State University will also continually design and implement audit and reporting systems that will measure the effectiveness and the compliance of the AAP, identify the need for remedial actions, determine if objectives were attained, and determine if opportunities to participate in company-sponsored activities were extended to all employees and applicants.

The San Francisco State University is also committed to abiding with the Pay Transparency Nondiscrimination Provisions and therefore, will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. The San Francisco State University's employees who have access to the compensation information of other employees or applicants as part of their essential job functions are informed and trained to not disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) a response to a formal complaint or charge; (b) in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or (c) consistent with the San Francisco State University's legal duty to furnish the information.

If you have any questions regarding our equal employment opportunity, harassment policies or the complaint procedure, you may contact your local Human Resources representative. Parts of the Affirmative Action Plan may be reviewed, as appropriate, by making an appointment with a local Human Resources representative.

(Signature)

Lynn Mahoney
President

PrintDate

CHAPTER B: REVIEW OF PERSONNEL PROCESSES
41 C.F.R. §§ 60-300.44(b); 60-741.44(b)

To ensure that all personnel activities are conducted in a job-related manner which provides and promotes equal employment opportunity for all known protected veterans and employees and applicants with disabilities, reviews are periodically made of the Company's examination and selection methods to identify barriers to employment, training, and promotion.

- 1) San Francisco State University periodically conduct a review of its employment processes to ensure thorough and systematic consideration of the job qualifications of 1) known protected veteran applicants and employees; and 2) applicants and employees with disabilities for job vacancies filled either by external hiring or internal promotions/transfers, as well as for all training opportunities available. In order to determine whether an individual is qualified for a particular job, a close examination of the content of the job is made, as well as a review of the job qualifications of known protected veterans and individuals with disabilities, both applicants and employees. In determining the qualifications of a protected veteran, consideration is given only to that portion of the military record, including discharge papers, relevant to the job qualifications for which the veteran is being considered.
- 2) The company ensures that its personnel processes do not stereotype individuals with disabilities or protected veterans in a manner which limits their access to jobs for which they are qualified.
- 3) The company ensures that applicants and employees with disabilities have equal access to its personnel processes, including those implemented through information and communication technologies.
- 4) The company provides reasonable accommodations, unless such accommodations will cause undue hardship to the company, to applicants and employees with disabilities to ensure that equal employment opportunity are extended in the operation of its personnel processes.
- 5) The company ensures that information and communications systems are accessible to all employees and applicants with disabilities even in the absence of a specific request for accommodation.

CHAPTER C: PHYSICAL AND MENTAL QUALIFICATIONS
41 C.F.R. §§ 60-300.44(c); 60-741.44(c)

To ensure that all physical and mental qualifications and requirements are job-related and promote equal employment opportunity for all known protected veterans and employees and applicants with qualified disabilities, reviews are periodically made of the Company's physical and mental qualifications and requirements as they relate to employment, training, and promotion.

The Company's physical and mental job requirements are reviewed to determine whether or not they are job-related and consistent with business necessity and safe performance on the job.

Schedule for Review: Any previously reviewed classification will be reviewed again if there is a change in working conditions which affects the job's physical or mental requirements (e.g., new requirements, new equipment, etc.)

**CHAPTER D: REASONABLE ACCOMMODATION TO PHYSICAL AND MENTAL
LIMITATIONS**

41 C.F.R §§ 60-300.44(d); 60-741.44(d)

San Francisco State University will make every effort to provide reasonable accommodations to physical and mental limitations of applicants and employees with disabilities or who are disabled veterans unless it can demonstrate that the accommodations would impose an undue hardship on the operation of business. Such reasonable accommodations are implemented in the company's electronic and/or online application systems. The company ensures that qualified applicants and employees with disabilities, who are unable to fully utilize the system, are provided equal opportunities to apply and be considered for all jobs. San Francisco State University will confidentially review performance issues of employees with known disabilities to determine whether a reasonable accommodation is needed when: 1) the employee is having significant difficulty with job performance, and 2) it is reasonable to conclude that the problem is related to the known disability.

Employees may also contact the following at any time to formally request an accommodation:

Department: Disability Programs and Resource Center
Phone: 415.338.2472
Email: dprc@sfsu.edu

CHAPTER E: HARASSMENT
41 C.F.R. §§ 60-300.44(e); 60-741.44(e)

San Francisco State University has developed and implemented a set of procedures to ensure that its employees with disabilities and protected veterans are not harassed due to those conditions. A copy of the sexual harassment policy, which includes a section prohibiting harassment of individuals with disabilities and/or protected veterans are available for distribution to new as well as to existing employees.

San Francisco State University ensures that all of its new supervisors receive at least two (2) hours of sexual harassment training within six (6) months of becoming a supervisor and at least once every two years.

**CHAPTER F: EXTERNAL DISSEMINATION OF POLICY, OUTREACH AND
POSITIVE RECRUITMENT**
41 C.F.R. §§ 60-300.44(f); 60-741.44(f)

Based upon the Company's review of its personnel policies as described in Chapter B, the following activities will be implemented or continued to further enhance our affirmative action efforts. All activities are the responsibility of the Campus Title IX Coordinator.

- 1) Initiate and maintain communication with organizations having special interests in the recruitment of and job accommodations for protected veterans and individuals with disabilities.
- 2) Include workers with disabilities when employees are pictured in consumer, promotional, or help wanted advertising.
- 3) Disseminate information concerning employment opportunities to radio and television stations, and to publications that primarily reach protected veterans and individuals with disabilities.
- 4) Provide information emphasizing job opportunities for protected veterans and individuals with disabilities to all local educational institutions, public and private.
- 5) Inform all recruiting sources, in writing and orally, of the Company's affirmative action policy for protected veterans and individuals with disabilities.
- 6) List with the State Employment Development Department all suitable job openings.

The exemptions for posting jobs are when positions are,

- (1) executive and top management positions,
- (2) positions that will be filled from within the contractor's organization,
- (3) and positions lasting three days or less.

This is an on-going activity. A listing of job opportunities reported to the local State Employment Service Delivery System is always kept current.

- 7) Send written notification of the Company's affirmative action policy to all subcontractors, vendors, and suppliers requesting appropriate action on their part. This includes their obligation to annually file their EEO Reporting form and VETS 4212 form and, for employers with 50 or more employees and contracts of \$50,000 or more, their obligation to develop a written affirmative action plan.
- 8) Conduct formal briefing sessions with representatives from recruiting sources. Include as part of the briefing sessions, facility tours, clear and concise explanations of current and future job openings, position descriptions, worker specifications, explanations of the Company's selection process, and recruiting literature. Arrange for referral of applicants, follow up with sources, and feedback on disposition of applicants.

9) Participate in veterans "job fairs" and work study programs with Veterans' Administration rehabilitation facilities and schools which specialize in training or educating protected veterans.

10) San Francisco State University will also grant leaves of absence to employees who participate in honor guards for the funeral of veterans.

CHAPTER G: INTERNAL DISSEMINATION OF POLICY
41 C.F.R. §§ 60-300.44(g); 60-741.44(g)

In order to gain positive support and understanding for the affirmative action program for protected veterans and individuals with disabilities San Francisco State University will implement or continue to implement the following internal dissemination procedures, all of which are the responsibility of the Campus Title IX Coordinator. The following policies and procedures are designed to foster support and understanding from San Francisco State University's executive staff, management, supervisors, and other employees in an effort to encourage all employees to take the necessary actions to aid San Francisco State University in meeting its obligations.

- 1) Include the policy in the Company's policy manual and other in-house publications.
- 2) Conduct special meetings with executive, management, and supervisory personnel to explain the intent of the policy and individual responsibility for effective implementation, making clear the President's attitude.
- 3) Schedule training sessions for all employees involved in recruiting, selection, promotion, and other related employment issues for protected veterans and individuals with disabilities.
- 4) Discuss the policy thoroughly in both employee orientation and management training programs.
- 5) Inform union officials of the contractor's policy, and request their cooperation.
- 6) Include non-discrimination clauses in all union agreements, and review all contractual provisions to ensure they are non-discriminatory.
- 7) Include articles on accomplishments of protected veterans and workers with disabilities in Company publications.
- 8) Post the policy on Company bulletin boards, along with the Company's harassment policy which includes protection from harassment on the basis of disability.
- 9) When employees are featured in employee handbooks or similar publications for employees, include employees with disabilities.

CHAPTER H: AUDIT AND REPORTING SYSTEM
41 C.F.R. §§ 60-300.44(h); 60-741.44(h)

San Francisco State University has developed and currently implements an audit and reporting system that addresses the following:

- 1) Measures the effectiveness of San Francisco State University's overall affirmative action program and whether the company is in compliance with specific obligations.
- 2) Indicates the need for remedial action. Any corrective actions will be the responsibility of the Campus Title IX Coordinator.
- 3) Measures the degree to which San Francisco State University's objectives are being met.
- 4) Whether there are any undue hurdles for individuals with disabilities and protected veterans regarding company sponsored educational, training, recreational, and social activities. This will also include, but not limited, to the review of the on-line and electronic application system to determine their accessibility and ensuring that procedures to request for accommodations are prominently displayed and that individuals with disabilities can readily obtain the needed accommodation.

CHAPTER I: RESPONSIBILITY FOR IMPLEMENTATION
41 C.F.R. §§ 60-300.44(i); 60-741.44(i)

As part of its efforts to ensure equal employment opportunity to protected veterans and individuals with disabilities, San Francisco State University has designated specific responsibilities to various staff to ensure the AAP focuses on all components of the employment system. To that end, the President, AVP, Human Resources, Campus Title IX Coordinator, and those employed as supervisors and managers have undertaken the responsibilities described below.

President

The President is responsible for providing top management support for the Company's AAP. This person issues a memo annually to reaffirm the Company's Equal Employment Opportunity Policy and to make known to all employees and applicants the commitment of Senior Management to EEO and affirmative action. Additional responsibilities include, but are not limited to:

- 1) Designating appropriate personnel with the responsibility for overseeing, administering, implementing, and monitoring the Company's AAP. Ensuring that these personnel are identified in writing by name and job title.
- 2) Ensuring that designated personnel responsible for all AAP components are given the necessary authority and top management support and staffing to successfully implement their assigned responsibilities.
- 3) Imparting the personal direction that ensures total involvement and commitment to equal employment opportunity programs through San Francisco State University's AAP.

AVP, Human Resources

The AVP, Human Resources is responsible for overall supervision of the AAP. The AVP, Human Resources ensures, through the Campus Title IX Coordinator and department managers and supervisors that all relevant policies and procedures are adhered to. Successful implementation of this program is a basis for evaluating the AVP, Human Resources' effective work performance. The AVP, Human Resources' responsibilities include, but are not limited to, the following:

- 1) Presenting all needed recommendations and procedural changes to Senior Management concerning EEO and affirmative action and ensuring that Senior Management is kept informed of the Company's compliance status.
- 2) Maintaining Company-wide management support and cooperation for the Company's AAP.
- 3) Collaborating with Senior Management on EEO and AAP issues.
- 4) Assisting line management in arriving at solutions to EEO/AA problems.

- 5) Reviewing results of audit and reporting systems to assess the effectiveness of the Company's AA programs and to direct corrective actions where necessary.
- 6) Ensuring that the AAP is updated annually for all establishments.
- 7) Providing guidance to managers and supervisors in taking proper action to prevent employees from being harassed in any way, through one-on-one contact, training, and disciplinary action.
- 8) Providing guidance and direction to the Campus Title IX Coordinator.
- 9) Ensuring that relevant staff, (i.e., Campus Title IX Coordinator, managers, and supervisors) are aware that their work performance is being evaluated in part on the basis of their equal employment opportunity efforts and results.
- 10) Reviewing the qualifications of all employees to ensure equitable opportunity, based on job-related employment practices, is given to all for transfers and promotions.
- 11) Conducting periodic audits of: 1) training programs and hiring and promotion patterns to remove impediments to the attainment of AAP goals and objectives, and 2) the Company's sponsored educational, training, recreational, and social activities to ensure that all employees are encouraged to participate in accordance with policies on non-discrimination. Determine whether known protected veterans and employees with disabilities have had the opportunity to participate in all Company-sponsored educational, training, recreation and social activities.
- 12) Reviewing all job descriptions and specifications to ensure they are free of discriminatory provisions and artificial barriers. Ensuring that all requirements are job-related, that they are realistic, and that they reflect the actual work requirements of the essential job duties.
- 13) Ensuring the Company's VETS 4212 form is filed annually with the Veterans' Employment and Training Service (VETS).

Campus Title IX Coordinator

The Campus Title IX Coordinator is responsible for ensuring that the directives of the President and AVP, Human Resources are implemented. The Campus Title IX Coordinator' duties include, but are not limited to, the following:

- 1) Providing direction to the Company's employees, as necessary, to carry out all actions required to meet the Company's equal employment opportunity and affirmative action commitments.
- 2) Responsible for the design and effective implementation of the AAP at all establishments.

- 3) Developing, implementing, and maintaining audit and reporting systems to measure effectiveness of equal employment opportunity programs, including those that will
 - a) Indicate need for remedial action,
 - b) Determine degree to which goals and objectives have been obtained.
- 4) Advising management in the modification and development of the Company's policies to ensure the enhancement of equal employment opportunity for all employees and potential employees within existing equal employment opportunity guidelines.
- 5) Identifying problem areas and establishing procedures, goals and objectives to solve these problems.
- 6) Providing guidelines in the development, preparation, and implementation of career counseling programs for known protected veterans and employees with disabilities.
- 7) San Francisco State University conducts periodic audits to ensure that all required posters and the equal employment opportunity policies and AAP are displayed properly. San Francisco State University also conducts audits to ensure that the Invitation to Self-Identify (pre and post offer) for protected veterans and individuals with disabilities, the Company's equal employment opportunity, and AAP policies are being utilized appropriately and thoroughly communicated.
- 8) Ensure that employees are re-surveyed regarding their disability status every five (5) years and send out reminders to employees, at least once during the five (5) year intervals, that they may voluntarily update their disability status at any time.
- 9) Developing policy statements, affirmative action programs, internal and external communication techniques.
- 10) Assisting line management in arriving at solutions to problems.
- 11) Serving as the liaison between San Francisco State University and enforcement agencies.
- 12) Serving as the liaison between San Francisco State University and organizations and community action groups for protected veterans and individuals with disabilities, in addition to ensuring that representatives are involved in community service programs of local organizations for protected veterans and individuals with disabilities.
- 13) Keeping management informed of the latest developments in the equal employment opportunity area.

- 14) Reviewing, reporting on, and updating the AAP annually in accordance with stated policy. Informing employees and applicants of significant changes.
- 15) Working closely with the AVP, Human Resources and department managers and supervisors in coordinating the effective implementation of all identified affirmative actions.
- 16) Assisting in review and revision of all policies, procedures, and rules to ensure they are not in violation of federal or state laws and regulations.
- 17) Responsible for ensuring overall the Company's compliance with the AAP.

Managers and Supervisors

In their direct day-to-day contact with the Company's employees, managers and supervisors have assumed certain responsibilities to help San Francisco State University ensure compliance with equal employment opportunity programs and effective implementation of the AAP. These include, but are not limited to the following:

- 1) Aggressively adhering to the Company's equal employment opportunity policy.
- 2) Supporting and assisting the AVP, Human Resources and Campus Title IX Coordinator in developing, maintaining, and successfully implementing the AAP.
- 3) Completing progress reports regarding the status of affirmative action programs.
- 4) Taking action to prevent harassment of employees placed through affirmative action efforts.
- 5) Assigning employees to significant jobs that might lead to greater personal growth and value, and counsel them with respect to what is needed for upward mobility within the employment structure.
- 6) Ensuring that all interviews, offers of employment and/or wage commitments are consistent with the Company's policy.
- 7) Implementing the internal promotion and transfer of all employees under their supervision consistent with AAP goals and objectives.
- 8) Assisting in identifying problem areas and providing needed information for establishing and meeting department affirmative action goals and objectives.
- 9) Seeking and sharing information on feasible accommodations which have been or could be made for known disabilities.

CHAPTER J: TRAINING
41 C.F.R. §§ 60-300.44(j); 60-741.44(j)

San Francisco State University trains all employees involved in any way with the recruitment, selection, promotion, disciplinary actions, training, and related processes of individuals with disabilities or protected veterans to ensure commitment to the company's stated affirmative action goals.

CHAPTER K: DATA COLLECTION ANALYSIS
41 C.F.R. §§ 60-300.44(k); 60-741.44(k)

San Francisco State University has adopted the current national percentage of veterans in the civilian labor force of 6.4% as its hiring benchmark for protected veterans. San Francisco State University will update its hiring benchmark as new data is published and updated via the OFCCP's website. The 6.4% hiring benchmark is applied to each job group within San Francisco State University.

San Francisco State University also adopted the current national utilization goal of 7.0% for qualified individuals with disabilities. San Francisco State University will update its utilization goal as new data becomes available, updated and published. The 7.0% utilization goal is applied *to each job group* within San Francisco State University.

Goals and/or benchmarks do not require that San Francisco State University hire, promote, train, and/or retain a specified number of individuals with disabilities and/or protected veterans. These goals/benchmarks are not rigid and inflexible quotas which must be met, but are instead targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire AAP work. A goal is a guidepost against which San Francisco State University, a community group, or a compliance agency can measure progress in remedying identified deficiencies in San Francisco State University's workforce.

San Francisco State University has collected the required data and conducted studies to identify areas of opportunities in the employment of protected veterans and individuals with disabilities. San Francisco State University will continue to monitor and update these studies periodically during each AAP year. In each case where the hiring benchmark for protected veterans and/or the utilization goal for individuals with disabilities are not met, affirmative actions, as appropriate, will be taken consistent with the activities mentioned in Chapter F (External Dissemination of Policy and Outreach and Positive Recruitment) and measures described in Chapter H (Internal Audit and Reporting) of this AAP.

See the *Hiring Benchmark and Utilization Goals Analyses*.

CHAPTER L: COMPENSATION
41 C.F.R. §§ 60-300.21(i); 60-741.21(i)

It is the policy of San Francisco State University that when offering employment or promotion to protected veterans or individuals with disabilities, 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.

The San Francisco State University is also committed to abiding with the Pay Transparency Nondiscrimination Provisions. Employees or applicants who have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant will not be discharged or in any other manner be discriminated. Employees who have access to the compensation information of other employees or applicants as part of their essential job functions are informed and trained to not disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) a response to a formal complaint or charge; (b) in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or (c) consistent with the San Francisco State University's legal duty to furnish the information.

Affirmative Action Plan
Affirmative Action Plan
Workforce Analysis

Snapshot Date: 10/31/2020
Plan Date: 01/01/2021

Organizational Unit: Academic Affairs

Job Code	JobTitle	Work Site	Total		Total								
			EMP	MIN	EMP	W	AA	H	A	NA	PI	2+	
7888	LABORATORY ASSISTANT I		3	3	Male	0	0	0	0	0	0	0	0
					Female	3	0	0	1	2	0	0	0
1038	ADMINISTRATIVE ANALYST/SPECIALIST -12 MONTH		224	146	Male	47	23	2	9	13	0	0	0
					Female	177	55	16	26	76	0	1	3
1035	ADMINISTRATIVE SUPPORT COORDINATOR -12 MONTH		30	21	Male	8	5	0	2	1	0	0	0
					Female	22	4	0	7	11	0	0	0
0810	MEDIA PRODUCTION SPECIALIST -12 MONTH		4	1	Male	3	3	0	0	0	0	0	0
					Female	1	0	0	1	0	0	0	0
0820	GRAPHIC DESIGNER -12 MONTH		5	2	Male	4	2	0	1	1	0	0	0
					Female	1	1	0	0	0	0	0	0
2866	ACCOMPANIST II		4	2	Male	2	1	1	0	0	0	0	0
					Female	2	1	0	0	1	0	0	0
2358	LECTURER - ACADEMIC YEAR		905	369	Male	388	243	21	39	75	3	2	5
					Female	517	293	48	55	101	5	3	12
2403	FT FACULTY UNIT - ADDITIONAL EMPLOYMENT		17	12	Male	8	3	2	1	2	0	0	0
					Female	9	2	2	2	3	0	0	0
2359	LECTURER - 12 MONTH		19	8	Male	10	5	1	1	3	0	0	0
					Female	9	6	0	0	3	0	0	0
7512	GLASSBLOWER		1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
5783	ASSOCIATE, ACADEMIC AND INSTITUTIONAL STUDIES II		14	4	Male	3	2	0	0	1	0	0	0
					Female	11	8	1	1	1	0	0	0
1617	INSTRUCTIONAL SUPPORT TECHNICIAN II		10	7	Male	4	2	1	0	1	0	0	0
					Female	6	1	0	0	5	0	0	0

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Workforce Analysis

Snapshot Date: 10/31/2020
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Organizational Unit: Academic Affairs

Job Code	JobTitle	Work Site	Total		Total								
			EMP	MIN	EMP	W	AA	H	A	NA	PI	2+	
5683	RESEARCH TECHNICIAN I		30	22	Male	10	3	2	4	1	0	0	0
					Female	20	5	1	7	5	0	0	2
1032	ADMINISTRATIVE SUPPORT ASSISTANT -12 MONTH		6	4	Male	2	1	0	0	1	0	0	0
					Female	4	1	1	0	2	0	0	0
5681	RESEARCH TECHNICIAN II		12	7	Male	6	2	0	1	3	0	0	0
					Female	6	3	0	1	2	0	0	0
1578	INSTRUCTIONAL SUPPORT ASSISTANT II		5	1	Male	3	3	0	0	0	0	0	0
					Female	2	1	1	0	0	0	0	0
2481	DEPARTMENT CHAIR - 12 MONTH		60	24	Male	23	14	3	0	6	0	0	0
					Female	37	22	1	1	12	1	0	0
2361	INSTRUCTIONAL FACULTY - 12 MONTH		8	2	Male	3	2	0	0	1	0	0	0
					Female	5	4	0	0	0	0	0	1
3079	STUDENT SERVICES PROFESSIONAL I		4	2	Male	1	1	0	0	0	0	0	0
					Female	3	1	0	2	0	0	0	0
1036	ADMINISTRATIVE ANALYST/SPECIALIST -10/12		1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	0	1	0	0	0	0
6951	PIANO TECHNICIAN II		1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
2919	LIBRARIAN - 10 MONTH		3	0	Male	0	0	0	0	0	0	0	0
					Female	3	3	0	0	0	0	0	0
0420	INFORMATION TECHNOLOGY CONSULTANT -12		45	24	Male	26	9	2	3	11	0	1	0
					Female	19	12	1	2	3	0	1	0
5680	RESEARCH TECHNICIAN III		7	3	Male	2	0	1	1	0	0	0	0
					Female	5	4	0	1	0	0	0	0

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Organizational Unit: Academic Affairs

Job Code	JobTitle	Work Site	Total		Total								
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2360	INSTRUCTIONAL FACULTY - ACADEMIC YEAR		598	261	Male	266	157	14	15	73	4	1	2
					Female	332	180	12	23	104	4	1	8
2399	INSTRUCTIONAL FACULTY - ACADEMIC YEAR *		92	39	Male	48	31	4	3	6	1	2	1
					Female	44	22	3	4	14	1	0	0
7014	EQUIPMENT TECHNICIAN II, SPECIALIZED EQUIPMENT		2	1	Male	2	1	0	1	0	0	0	0
					Female	0	0	0	0	0	0	0	0
2886	LIBRARY SERVICES SPECIALIST I		1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	0	0	1	0	0	0
1506	STOREKEEPER I		1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
1577	INSTRUCTIONAL SUPPORT ASSISTANT I		1	1	Male	1	0	1	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
2887	LIBRARY SERVICES SPECIALIST II		7	4	Male	3	2	0	1	0	0	0	0
					Female	4	1	0	0	3	0	0	0
1579	INSTRUCTIONAL SUPPORT ASSISTANT III		2	0	Male	1	1	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
2920	LIBRARIAN - 12 MONTH		19	3	Male	7	7	0	0	0	0	0	0
					Female	12	9	0	1	2	0	0	0
2888	LIBRARY SERVICES SPECIALIST III		7	4	Male	4	2	0	1	1	0	0	0
					Female	3	1	0	1	1	0	0	0
1615	INSTRUCTIONAL SUPPORT TECHNICIAN I		1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	0	0	1	0	0	0
2630	CREDENTIAL ANALYST II		1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	0	1	0	0	0	0

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Organizational Unit: Academic Affairs

Job Code	JobTitle	Work Site	Total		Total								
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5787	ASSOCIATE, ACADEMIC AND INSTITUTIONAL STUDIES III		14	5	Male	7	5	0	1	1	0	0	0
					Female	7	4	0	1	2	0	0	0
3082	STUDENT SERVICES PROFESSIONAL II		11	8	Male	3	0	1	1	1	0	0	0
					Female	8	3	0	1	3	0	0	1
1741	ACCOUNTING TECHNICIAN II		1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	0	0	1	0	0	0
1619	INSTRUCTIONAL SUPPORT TECHNICIAN III		12	4	Male	8	6	1	0	1	0	0	0
					Female	4	2	1	0	1	0	0	0
0840	PERFORMING ARTS TECHNICIAN -12 MONTH		3	0	Male	2	2	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
1740	ACCOUNTING TECHNICIAN III		1	1	Male	1	0	0	0	1	0	0	0
					Female	0	0	0	0	0	0	0	0
3084	STUDENT SERVICES PROFESSIONAL III		28	19	Male	10	4	0	1	5	0	0	0
					Female	18	5	0	7	6	0	0	0
2889	LIBRARY SERVICES SPECIALIST IV		5	2	Male	2	1	0	0	1	0	0	0
					Female	3	2	0	1	0	0	0	0
7024	EQUIPMENT TECHNICIAN III, SPECIALIZED EQUIPMENT		6	3	Male	6	3	0	3	0	0	0	0
					Female	0	0	0	0	0	0	0	0
1176	CONFIDENTIAL ADMINISTRATIVE SUPPORT -12 MONTH		3	3	Male	0	0	0	0	0	0	0	0
					Female	3	0	0	0	3	0	0	0
5784	ASSOCIATE, ACADEMIC AND INSTITUTIONAL STUDIES I		4	2	Male	1	1	0	0	0	0	0	0
					Female	3	1	0	0	2	0	0	0
0800	PUBLIC AFFAIRS/COMMUNICATION SPECIALIST -12 MONTH		2	1	Male	2	1	0	0	0	0	0	1
					Female	0	0	0	0	0	0	0	0

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Job Code	JobTitle	Work Site	Total		Total								
			EMP	MIN	EMP	W	AA	H	A	NA	PI	2+	
2572	SPACE AND FACILITIES UTILIZATION SPECIALIST		1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	0	0	0	1	0	0
5182	EXTENDED EDUCATION SPECIALIST II		1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	0	0	1	0	0	0
7021	EQUIPMENT TECHNICIAN III, MECHANICAL		2	2	Male	2	0	0	0	2	0	0	0
					Female	0	0	0	0	0	0	0	0
7013	EQUIPMENT TECHNICIAN II, ELECTRONIC		1	1	Male	1	0	0	0	0	0	0	1
					Female	0	0	0	0	0	0	0	0
3086	STUDENT SERVICES PROFESSIONAL IV		14	9	Male	5	2	1	0	2	0	0	0
					Female	9	3	0	3	3	0	0	0
2482	DEPARTMENT CHAIR - ACADEMIC YEAR		1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	0	0	1	0	0	0
3318	ADMINISTRATOR I		11	3	Male	3	3	0	0	0	0	0	0
					Female	8	5	0	1	2	0	0	0
0410	OPERATING SYSTEMS ANALYST -12		4	2	Male	4	2	0	0	2	0	0	0
					Female	0	0	0	0	0	0	0	0
0850	BROADCAST ENGINEER -12 MONTH		1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
0400	ANALYST/PROGRAMMER -12		5	1	Male	4	3	0	0	1	0	0	0
					Female	1	1	0	0	0	0	0	0
0430	NETWORK ANALYST -12		3	1	Male	2	1	0	1	0	0	0	0
					Female	1	1	0	0	0	0	0	0
3312	ADMINISTRATOR II		15	10	Male	5	2	0	0	3	0	0	0
					Female	10	3	0	0	6	0	1	0

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Organizational Unit: Academic Affairs

Job Code	JobTitle	Work Site	Total		Total									
			EMP	MIN	EMP	W	AA	H	A	NA	PI	2+		
2395	INSTRUCTIONAL FACULTY, CHAIRMAN, ACADEMIC SENATE		1	1	Male	1	0	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0	0
3306	ADMINISTRATOR III		19	6	Male	6	4	1	1	0	0	0	0	
					Female	13	9	0	3	1	0	0	0	0
2388	GRANT-RELATED/SPECIALY FUNDED INSTRUCTIONAL FACULTY - 12MO		3	1	Male	1	1	0	0	0	0	0	0	
					Female	2	1	0	1	0	0	0	0	0
3300	ADMINISTRATOR IV		13	6	Male	6	2	1	0	3	0	0	0	
					Female	7	5	0	0	1	1	0	0	0
Grand Total #			2,335	1,076	Male #	971	572	61	91	223	8	6	10	
Grand Total %				46.1	Male %	41.6	24.5	2.6	3.9	9.6	0.3	0.3	0.4	
					Female #	1,364	687	88	156	386	13	7	27	
					Female %	58.4	29.4	3.8	6.7	16.5	0.6	0.3	1.2	

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Organizational Unit: Administration & Finance

Job Code	JobTitle	Work Site	Total		Total								
			EMP	MIN	EMP	W	AA	H	A	NA	PI	2+	
1038	ADMINISTRATIVE ANALYST/SPECIALIST -12 MONTH		96	81	Male	36	7	2	8	19	0	0	0
					Female	60	8	3	9	39	0	0	1
3300	ADMINISTRATOR IV		7	2	Male	5	4	0	0	1	0	0	0
					Female	2	1	1	0	0	0	0	0
2010	CUSTODIAN		139	139	Male	41	0	1	13	27	0	0	0
					Female	98	0	0	22	75	1	0	0
6223	LABORER		26	25	Male	26	1	2	10	13	0	0	0
					Female	0	0	0	0	0	0	0	0
0731	GROUNDWORKER		4	3	Male	4	1	0	3	0	0	0	0
					Female	0	0	0	0	0	0	0	0
2015	LEAD CUSTODIAN		12	12	Male	6	0	1	1	4	0	0	0
					Female	6	0	0	4	2	0	0	0
1508	WAREHOUSE WORKER		5	4	Male	4	1	0	1	2	0	0	0
					Female	1	0	0	0	1	0	0	0
1035	ADMINISTRATIVE SUPPORT COORDINATOR -12 MONTH		12	11	Male	5	0	0	0	4	0	0	1
					Female	7	1	3	0	2	1	0	0
1741	ACCOUNTING TECHNICIAN II		2	2	Male	0	0	0	0	0	0	0	0
					Female	2	0	0	0	2	0	0	0
4790	BUYER TRAINEE		1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	0	0	0	0	0	0
0726	LEAD GROUNDWORKER		6	5	Male	6	1	0	4	1	0	0	0
					Female	0	0	0	0	0	0	0	0
0735	IRRIGATION SPECIALIST		1	1	Male	1	0	0	1	0	0	0	0
					Female	0	0	0	0	0	0	0	0

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Job Code	JobTitle	Work Site	Total		Total								
			EMP	MIN	EMP	W	AA	H	A	NA	PI	2+	
4791	BUYER I		1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	0	0	1	0	0	0
0748	TREE TRIMMER II		1	1	Male	1	0	0	1	0	0	0	0
					Female	0	0	0	0	0	0	0	0
0420	INFORMATION TECHNOLOGY CONSULTANT -12		21	16	Male	16	4	1	2	9	0	0	0
					Female	5	1	0	1	2	0	1	0
1762	ACCOUNTANT I		7	6	Male	3	1	0	1	1	0	0	0
					Female	4	0	0	1	3	0	0	0
1100	PAYROLL TECHNICIAN I		1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	0	0	1	0	0	0
5287	BUDGET ANALYST		1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	0	0	1	0	0	0
4792	BUYER II		2	2	Male	1	0	0	0	1	0	0	0
					Female	1	0	0	0	1	0	0	0
1176	CONFIDENTIAL ADMINISTRATIVE SUPPORT -12 MONTH		11	9	Male	4	0	0	2	2	0	0	0
					Female	7	2	0	2	3	0	0	0
6536	CERTIFIED ELECTRICIAN APPRENTICE		1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
6251	FACILITIES WORKER II		3	3	Male	2	0	0	0	2	0	0	0
					Female	1	0	1	0	0	0	0	0
4555	ACCOUNTANT II		5	5	Male	2	0	0	0	2	0	0	0
					Female	3	0	0	0	3	0	0	0
6476	CARPENTER		3	1	Male	3	2	0	0	1	0	0	0
					Female	0	0	0	0	0	0	0	0

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6526	PAINTER		9	5	Male	9	4	0	5	0	0	0	0
					Female	0	0	0	0	0	0	0	0
6642	LOCKSMITH		2	1	Male	2	1	1	0	0	0	0	
					Female	0	0	0	0	0	0	0	0
6940	FACILITIES MAINTENANCE MECHANIC		8	7	Male	8	1	0	4	3	0	0	
					Female	0	0	0	0	0	0	0	0
3318	ADMINISTRATOR I		14	10	Male	10	3	2	1	4	0	0	
					Female	4	1	2	1	0	0	0	0
6270	AUTOMOTIVE/EQUIPMENT MECHANIC		1	1	Male	1	0	0	0	1	0	0	
					Female	0	0	0	0	0	0	0	0
6533	ELECTRICIAN		4	4	Male	4	0	1	3	0	0	0	
					Female	0	0	0	0	0	0	0	0
6702	BUILDING SERVICE ENGINEER		5	4	Male	5	1	1	2	1	0	0	
					Female	0	0	0	0	0	0	0	0
6549	PLUMBER		3	2	Male	3	1	0	1	1	0	0	
					Female	0	0	0	0	0	0	0	0
0400	ANALYST/PROGRAMMER -12		23	22	Male	20	1	2	1	16	0	0	
					Female	3	0	0	0	3	0	0	0
6643	LEAD LOCKSMITH		2	1	Male	2	1	0	1	0	0	0	
					Female	0	0	0	0	0	0	0	0
4794	BUYER III		1	1	Male	0	0	0	0	0	0	0	
					Female	1	0	0	0	1	0	0	0
6707	LEAD BUILDING SERVICE ENGINEER		1	0	Male	1	1	0	0	0	0	0	
					Female	0	0	0	0	0	0	0	0

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0440	EQUIPMENT SYSTEMS SPECIALIST -12		1	1	Male	1	0	1	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
4556	ACCOUNTANT III		2	2	Male	1	0	0	0	1	0	0	0
					Female	1	0	0	0	1	0	0	0
6532	LEAD ELECTRICIAN		2	1	Male	2	1	0	1	0	0	0	0
					Female	0	0	0	0	0	0	0	0
6644	SUPERVISING LOCKSMITH		1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
6260	FACILITIES CONTROL SPECIALIST		1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
6548	LEAD PLUMBER		1	1	Male	1	0	0	1	0	0	0	0
					Female	0	0	0	0	0	0	0	0
1170	CONFIDENTIAL OFFICE SUPPORT -12 MONTH		1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	1	0	0	0	0	0
0410	OPERATING SYSTEMS ANALYST -12		9	6	Male	7	3	1	0	3	0	0	0
					Female	2	0	0	0	2	0	0	0
6474	SUPERVISING CARPENTER		1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
6524	SUPERVISING PAINTER		2	0	Male	2	2	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
0430	NETWORK ANALYST -12		8	3	Male	7	4	0	0	3	0	0	0
					Female	1	1	0	0	0	0	0	0
5284	SENIOR BUDGET ANALYST		2	2	Male	0	0	0	0	0	0	0	0
					Female	2	0	0	0	2	0	0	0

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Affirmative Action Plan
Affirmative Action Plan
Workforce Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Organizational Unit: Administration & Finance

Job Code	JobTitle	Work Site	Total		Total								
			EMP	MIN	EMP	W	AA	H	A	NA	PI	2+	
3312	ADMINISTRATOR II		27	18	Male	13	6	3	0	3	1	0	0
					Female	14	3	0	3	8	0	0	0
1173	CONFIDENTIAL TECHNICAL SUPPORT -12 MONTH		1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	0	0	1	0	0	0
6265	FACILITIES PROJECT SUPERVISOR		3	0	Male	2	2	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
6547	SUPERVISING PLUMBER		1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
6700	SUPERVISING BUILDING SERVICE ENGINEER		1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
6534	SUPERVISING ELECTRICIAN		1	1	Male	1	0	0	0	1	0	0	0
					Female	0	0	0	0	0	0	0	0
5783	ASSOCIATE, ACADEMIC AND INSTITUTIONAL STUDIES II		1	1	Male	1	0	0	0	1	0	0	0
					Female	0	0	0	0	0	0	0	0
5787	ASSOCIATE, ACADEMIC AND INSTITUTIONAL STUDIES III		1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	0	0	1	0	0	0
3306	ADMINISTRATOR III		13	6	Male	5	3	0	1	1	0	0	0
					Female	8	4	1	1	2	0	0	0
Grand Total #			521	435	Male #	280	63	19	68	128	1	0	1
Grand Total %				83.5	Male %	53.7	12.1	3.6	13.1	24.6	0.2	0.0	0.2
					Female #	241	23	12	44	157	2	1	2
					Female %	46.3	4.4	2.3	8.4	30.1	0.4	0.2	0.4

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Affirmative Action Plan

Affirmative Action Plan

Workforce Analysis

Snapshot Date: 10/31/2020

Plan Date: 01/01/2021

Organizational Unit: College of Ethnic Studies

Job Code	JobTitle	Work Site	Total		Total								
			EMP	MIN	EMP	W	AA	H	A	NA	PI	2+	
2360	INSTRUCTIONAL FACULTY - ACADEMIC YEAR		1	1	Male	1	0	0	0	0	1	0	0
					Female	0	0	0	0	0	0	0	0
		Grand Total #	1	1	Male #	1	0	0	0	0	1	0	0
		Grand Total %		100.0	Male %	100.0	0.0	0.0	0.0	0.0	100.0	0.0	0.0
					Female #	0	0	0	0	0	0	0	0
					Female %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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Affirmative Action Plan
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Workforce Analysis

Snapshot Date: 10/31/2020
Plan Date: 01/01/2021

Organizational Unit: Office of the President

Job Code	JobTitle	Work Site	Total		Total								
			EMP	MIN	EMP	W	AA	H	A	NA	PI	2+	
1035	ADMINISTRATIVE SUPPORT COORDINATOR -12 MONTH		2	2	Male	2	0	1	0	1	0	0	0
					Female	0	0	0	0	0	0	0	
1038	ADMINISTRATIVE ANALYST/SPECIALIST -12 MONTH		18	14	Male	4	0	0	0	4	0	0	0
					Female	14	4	0	0	9	0	0	1
2383	COACHING ASSISTANT - 10 MONTH		2	2	Male	2	0	1	1	0	0	0	0
					Female	0	0	0	0	0	0	0	
1513	ATHLETIC EQUIPMENT ATTENDANT II		1	1	Male	1	0	0	0	1	0	0	0
					Female	0	0	0	0	0	0	0	
3082	STUDENT SERVICES PROFESSIONAL II		37	29	Male	8	2	2	2	2	0	0	0
					Female	29	6	3	5	13	0	1	1
8185	ATHLETIC TRAINER II - 12 MONTH		2	0	Male	0	0	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	
1176	CONFIDENTIAL ADMINISTRATIVE SUPPORT -12 MONTH		2	2	Male	1	0	1	0	0	0	0	0
					Female	1	0	0	0	1	0	0	
3084	STUDENT SERVICES PROFESSIONAL III		14	13	Male	5	1	0	2	2	0	0	0
					Female	9	0	5	1	3	0	0	
3086	STUDENT SERVICES PROFESSIONAL IV		7	7	Male	2	0	0	2	0	0	0	0
					Female	5	0	1	1	3	0	0	
0420	INFORMATION TECHNOLOGY CONSULTANT -12 MONTH		2	2	Male	0	0	0	0	0	0	0	0
					Female	2	0	0	1	1	0	0	
2377	COACH - 10 MONTH		4	2	Male	2	1	0	1	0	0	0	0
					Female	2	1	0	0	0	0	0	1
3318	ADMINISTRATOR I		2	0	Male	1	1	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	

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Affirmative Action Plan
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Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Organizational Unit: Office of the President

Job Code	JobTitle	Work Site	Total		Total								
			EMP	MIN	EMP	W	AA	H	A	NA	PI	2+	
3312	ADMINISTRATOR II		6	6	Male	3	0	1	0	1	0	1	0
					Female	3	0	0	2	1	0	0	
3306	ADMINISTRATOR III		4	2	Male	2	1	0	1	0	0	0	
					Female	2	1	0	0	1	0	0	
3300	ADMINISTRATOR IV		2	1	Male	1	1	0	0	0	0	0	
					Female	1	0	0	0	1	0	0	
2977	PRESIDENT		1	0	Male	0	0	0	0	0	0	0	
					Female	1	1	0	0	0	0	0	
Grand Total #			106	83	Male #	34	7	6	9	11	0	1	0
Grand Total %				78.3	Male %	32.1	6.6	5.7	8.5	10.4	0.0	0.9	0.0
					Female #	72	16	9	10	33	0	1	3
					Female %	67.9	15.1	8.5	9.4	31.1	0.0	0.9	2.8

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Affirmative Action Plan
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Snapshot Date: 10/31/2020

Plan Date: 01/01/2021

Organizational Unit: Stdnt Affrs & Enroll Mgmt

Job Code	JobTitle	Work Site	Total		Total								
			EMP	MIN	EMP	W	AA	H	A	NA	PI	2+	
8820	COMMUNITY SERVICE SPECIALIST -12 MONTH		25	24	Male	16	1	0	6	9	0	0	0
					Female	9	0	0	6	3	0	0	0
3073	STUDENT SERVICES PROFESSIONAL, ACADEMIC-RELATED II-AY		1	1	Male	1	0	1	0	0	0	0	
					Female	0	0	0	0	0	0	0	0
1038	ADMINISTRATIVE ANALYST/SPECIALIST -12 MONTH		27	19	Male	9	3	2	1	3	0	0	
					Female	18	5	1	6	5	0	0	1
1035	ADMINISTRATIVE SUPPORT COORDINATOR -12 MONTH		6	3	Male	3	1	0	0	2	0	0	
					Female	3	2	0	0	1	0	0	0
8137	CLINICAL ASSISTANT		3	3	Male	0	0	0	0	0	0	0	
					Female	3	0	0	0	3	0	0	0
9687	HEAD RESIDENT II		1	1	Male	0	0	0	0	0	0	0	
					Female	1	0	1	0	0	0	0	0
8148	MEDICAL ASSISTANT		4	3	Male	2	1	0	0	1	0	0	
					Female	2	0	0	0	2	0	0	0
3075	STUDENT SERVICES PROFESSIONAL, ACADEMIC-RELATED III-AY		4	4	Male	0	0	0	0	0	0	0	
					Female	4	0	0	2	2	0	0	0
1140	HEALTH INFORMATION TECHNICIAN		2	2	Male	0	0	0	0	0	0	0	
					Female	2	0	1	0	1	0	0	0
5783	ASSOCIATE, ACADEMIC AND INSTITUTIONAL STUDIES II		1	1	Male	0	0	0	0	0	0	0	
					Female	1	0	0	0	0	1	0	0
3082	STUDENT SERVICES PROFESSIONAL II		7	5	Male	4	1	1	0	2	0	0	
					Female	3	1	1	0	1	0	0	0
8800	POLICE DISPATCHER -12 MONTH		3	2	Male	2	1	0	0	1	0	0	
					Female	1	0	0	0	1	0	0	0

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Affirmative Action Plan
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Workforce Analysis

Snapshot Date: 10/31/2020
Plan Date: 01/01/2021

Organizational Unit: Stdnt Affrs & Enroll Mgmt

Job Code	JobTitle	Work Site	Total		Total								
			EMP	MIN	EMP	W	AA	H	A	NA	PI	2+	
1170	CONFIDENTIAL OFFICE SUPPORT -12 MONTH		1	1	Male	1	0	1	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
1032	ADMINISTRATIVE SUPPORT ASSISTANT -12 MONTH		1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	0	0	1	0	0	0
3084	STUDENT SERVICES PROFESSIONAL III		17	9	Male	7	3	3	1	0	0	0	0
					Female	10	5	1	1	2	0	0	1
8147	HEALTH EDUCATOR		6	4	Male	1	0	0	0	1	0	0	0
					Female	5	2	0	1	2	0	0	0
3318	ADMINISTRATOR I		14	7	Male	7	3	0	2	2	0	0	0
					Female	7	4	0	1	2	0	0	0
8185	ATHLETIC TRAINER II - 12 MONTH		1	1	Male	1	0	0	0	0	1	0	0
					Female	0	0	0	0	0	0	0	0
0800	PUBLIC AFFAIRS/COMMUNICATION SPECIALIST -12 MONTH		1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	0	0	0	0	1	0
8157	REGISTERED NURSE III		4	2	Male	0	0	0	0	0	0	0	0
					Female	4	2	0	0	2	0	0	0
3086	STUDENT SERVICES PROFESSIONAL IV		6	3	Male	6	3	0	1	2	0	0	0
					Female	0	0	0	0	0	0	0	0
3070	STUDENT SERVICES PROFESSIONAL, ACADEMIC-RELATED I - 12 MONTH		2	0	Male	1	1	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
0420	INFORMATION TECHNOLOGY CONSULTANT -12		6	3	Male	5	2	0	0	3	0	0	0
					Female	1	1	0	0	0	0	0	0
3072	STUDENT SERVICES PROFESSIONAL, ACADEMIC-RELATED II - 12 MONTH		5	3	Male	1	1	0	0	0	0	0	0
					Female	4	1	0	2	1	0	0	0

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Affirmative Action Plan
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Workforce Analysis

Snapshot Date: 10/31/2020
Plan Date: 01/01/2021

Organizational Unit: Stdnt Affrs & Enroll Mgmt

Job Code	JobTitle	Work Site	Total		Total								
			EMP	MIN	EMP	W	AA	H	A	NA	PI	2+	
3312	ADMINISTRATOR II		10	6	Male	3	1	0	1	1	0	0	0
					Female	7	3	0	1	3	0	0	0
8350	POLICE OFFICER		8	4	Male	7	4	0	1	2	0	0	0
					Female	1	0	0	1	0	0	0	0
1176	CONFIDENTIAL ADMINISTRATIVE SUPPORT -12 MONTH		2	0	Male	0	0	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
3306	ADMINISTRATOR III		12	8	Male	6	2	1	1	2	0	0	0
					Female	6	2	2	2	0	0	0	0
7930	PER DIEM NON-EXEMPT - HEALTHCARE		7	5	Male	0	0	0	0	0	0	0	0
					Female	7	2	0	0	4	0	0	1
8365	CORPORAL		1	1	Male	1	0	0	0	1	0	0	0
					Female	0	0	0	0	0	0	0	0
8354	SERGEANT		5	1	Male	4	3	0	0	1	0	0	0
					Female	1	1	0	0	0	0	0	0
8166	NURSE PRACTITIONER		3	1	Male	0	0	0	0	0	0	0	0
					Female	3	2	0	1	0	0	0	0
3300	ADMINISTRATOR IV		6	4	Male	6	2	2	1	1	0	0	0
					Female	0	0	0	0	0	0	0	0
7992	PHARMACIST I		1	1	Male	1	0	0	0	1	0	0	0
					Female	0	0	0	0	0	0	0	0
7750	PHYSICIAN - SPECIALTY SERVICES		1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
7993	PHARMACIST II		1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	0	0	1	0	0	0

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Affirmative Action Plan

Affirmative Action Plan

Workforce Analysis

Snapshot Date: 10/31/2020

Plan Date: 01/01/2021

Organizational Unit: Stdnt Affrs & Enroll Mgmt

Job Code	JobTitle	Work Site	Total		Total								
			EMP	MIN	EMP	W	AA	H	A	NA	PI	2+	
7737	PHYSICIAN - PRIMARY CARE		2	1	Male	0	0	0	0	0	0	0	0
					Female	2	1	0	0	1	0	0	0
Grand Total #			207	136	Male #	96	34	11	15	35	1	0	0
Grand Total %				65.7	Male %	46.4	16.4	5.3	7.2	16.9	0.5	0.0	0.0
					Female #	111	37	7	24	38	1	1	3
					Female %	53.6	17.9	3.4	11.6	18.4	0.5	0.5	1.4

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Affirmative Action Plan
Affirmative Action Plan
Workforce Analysis

Snapshot Date: 10/31/2020
Plan Date: 01/01/2021

Organizational Unit: University Advancement

Job Code	JobTitle	Work Site	Total		Total								
			EMP	MIN	EMP	W	AA	H	A	NA	PI	2+	
1038	ADMINISTRATIVE ANALYST/SPECIALIST -12 MONTH		14	9	Male	1	1	0	0	0	0	0	0
					Female	13	4	1	1	6	1	0	0
0420	INFORMATION TECHNOLOGY CONSULTANT -12		2	2	Male	2	0	0	0	2	0	0	0
					Female	0	0	0	0	0	0	0	0
3318	ADMINISTRATOR I		7	4	Male	1	1	0	0	0	0	0	0
					Female	6	2	0	1	2	0	0	0
0800	PUBLIC AFFAIRS/COMMUNICATION SPECIALIST -12 MONTH		4	2	Male	4	2	0	0	2	0	0	0
					Female	0	0	0	0	0	0	0	0
0820	GRAPHIC DESIGNER -12 MONTH		1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
3312	ADMINISTRATOR II		12	3	Male	5	4	0	1	0	0	0	0
					Female	7	5	0	0	2	0	0	0
3306	ADMINISTRATOR III		1	1	Male	1	0	0	1	0	0	0	0
					Female	0	0	0	0	0	0	0	0
3300	ADMINISTRATOR IV		3	1	Male	0	0	0	0	0	0	0	0
					Female	3	2	1	0	0	0	0	0
Grand Total #			44	22	Male #	15	9	0	2	4	0	0	0
Grand Total %				50.0	Male %	34.1	20.5	0.0	4.5	9.1	0.0	0.0	0.0
					Female #	29	13	2	2	10	1	0	1
					Female %	65.9	29.5	4.5	4.5	22.7	2.3	0.0	2.3

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Affirmative Action Plan
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Snapshot Date: 10/31/2020
Plan Date: 01/01/2021

Organizational Unit: University Enterprises

Job Code	JobTitle	Work Site	Total		Total								
			EMP	MIN	EMP	W	AA	H	A	NA	PI	2+	
1740	ACCOUNTING TECHNICIAN III		1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	0	0	1	0	0	0
1038	ADMINISTRATIVE ANALYST/SPECIALIST -12 MONTH		14	8	Male	5	3	0	0	2	0	0	0
					Female	9	3	0	1	5	0	0	0
1762	ACCOUNTANT I		3	3	Male	0	0	0	0	0	0	0	0
					Female	3	0	0	1	2	0	0	0
0400	ANALYST/PROGRAMMER -12		1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
4555	ACCOUNTANT II		1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	0	0	1	0	0	0
4556	ACCOUNTANT III		2	2	Male	1	0	0	0	1	0	0	0
					Female	1	0	0	0	1	0	0	0
1148	PRESIDENTIAL AIDE		1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	0	1	0	0	0	0
5783	ASSOCIATE, ACADEMIC AND INSTITUTIONAL STUDIES II		1	1	Male	1	0	0	0	1	0	0	0
					Female	0	0	0	0	0	0	0	0
3318	ADMINISTRATOR I		3	1	Male	2	1	0	1	0	0	0	0
					Female	1	1	0	0	0	0	0	0
3312	ADMINISTRATOR II		1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	0	0	1	0	0	0
3306	ADMINISTRATOR III		4	1	Male	3	2	0	0	1	0	0	0
					Female	1	1	0	0	0	0	0	0
3300	ADMINISTRATOR IV		3	1	Male	2	2	0	0	0	0	0	0
					Female	1	0	1	0	0	0	0	0

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Affirmative Action Plan

Affirmative Action Plan

Workforce Analysis

Snapshot Date: 10/31/2020

Plan Date: 01/01/2021

Organizational Unit: University Enterprises

Job Code	JobTitle	Work Site	Total		Total								
			EMP	MIN	EMP	W	AA	H	A	NA	PI	2+	
		Grand Total #	35	21	Male #	15	9	0	1	5	0	0	0
		Grand Total %		60.0	Male %	42.9	25.7	0.0	2.9	14.3	0.0	0.0	0.0
					Female #	20	5	1	3	11	0	0	0
					Female %	57.1	14.3	2.9	8.6	31.4	0.0	0.0	0.0

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Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: B2 - CRAFTS AND TRADES

				Total											
EEO	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+	
13	1 - 1	6476	CARPENTER	3	3	0	1	2	0	0	1	0	0	0	
13	1 - 1	6536	CERTIFIED ELECTRICIAN APPRENTICE	1	1	0	0	1	0	0	0	0	0	0	
13	1 - 1	6533	ELECTRICIAN	4	4	0	4	0	1	3	0	0	0	0	
13	1 - 1	6532	LEAD ELECTRICIAN	2	2	0	1	1	0	1	0	0	0	0	
13	1 - 1	6643	LEAD LOCKSMITH	2	2	0	1	1	0	1	0	0	0	0	
13	1 - 1	6548	LEAD PLUMBER	1	1	0	1	0	0	1	0	0	0	0	
13	1 - 1	6642	LOCKSMITH	2	2	0	1	1	1	0	0	0	0	0	
13	1 - 1	6526	PAINTER	9	9	0	5	4	0	5	0	0	0	0	
13	1 - 1	6549	PLUMBER	3	3	0	2	1	0	1	1	0	0	0	
13	1 - 1	6474	SUPERVISING CARPENTER	1	1	0	0	1	0	0	0	0	0	0	
13	1 - 1	6534	SUPERVISING ELECTRICIAN	1	1	0	1	0	0	0	1	0	0	0	
13	1 - 1	6644	SUPERVISING LOCKSMITH	1	1	0	0	1	0	0	0	0	0	0	
13	1 - 1	6524	SUPERVISING PAINTER	2	2	0	0	2	0	0	0	0	0	0	
13	1 - 1	6547	SUPERVISING PLUMBER	1	1	0	0	1	0	0	0	0	0	0	
Total (#)				33	33	0	17	16	2	12	3	0	0	0	
Total (%)					100.0	0.0	51.5	48.5	6.1	36.4	9.1	0.0	0.0	0.0	

(+) indicates this job title contains employees who are included from another facility.

Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: B4 - MAINTENANCE AND OPERATIONS

				Total											
EEO	Cat	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+
	10	1 - 1	0731	GROUNDWORKER	4	4	0	3	1	0	3	0	0	0	0
	13	1 - 1	0735	IRRIGATION SPECIALIST	1	1	0	1	0	0	1	0	0	0	0
	14	1 - 1	6223	LABORER	26	26	0	25	1	2	10	13	0	0	0
	10	1 - 1	0726	LEAD GROUNDWORKER	6	6	0	5	1	0	4	1	0	0	0
	10	1 - 1	0748	TREE TRIMMER II	1	1	0	1	0	0	1	0	0	0	0
Total (#)					38	38	0	35	3	2	19	14	0	0	0
Total (%)						100.0	0.0	92.1	7.9	5.3	50.0	36.8	0.0	0.0	0.0

(+) indicates this job title contains employees who are included from another facility.

Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: B5 - CRAFTS AND TRADES

				Total											
EEO	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+	
14	1 - 1	6702	BUILDING SERVICE ENGINEER	5	5	0	4	1	1	2	1	0	0	0	
13	1 - 1	6260	FACILITIES CONTROL SPECIALIST	1	1	0	0	1	0	0	0	0	0	0	
13	1 - 1	6940	FACILITIES MAINTENANCE MECHANIC	8	8	0	7	1	0	4	3	0	0	0	
13	1 - 1	6265	FACILITIES PROJECT SUPERVISOR	3	2	1	0	3	0	0	0	0	0	0	
13	1 - 1	6251	FACILITIES WORKER II	3	2	1	3	0	1	0	2	0	0	0	
14	1 - 1	6707	LEAD BUILDING SERVICE ENGINEER	1	1	0	0	1	0	0	0	0	0	0	
14	1 - 1	6700	SUPERVISING BUILDING SERVICE ENGI	1	1	0	0	1	0	0	0	0	0	0	
Total (#)				22	20	2	14	8	2	6	6	0	0	0	
Total (%)					90.9	9.1	63.6	36.4	9.1	27.3	27.3	0.0	0.0	0.0	

(+) indicates this job title contains employees who are included from another facility.

Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: B6 - CRAFTS AND TRADES

EEO

Total													
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Cat	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+
13	1 - 1	6270	AUTOMOTIVE/EQUIPMENT MECHANIC	1	1	0	1	0	0	0	1	0	0	0
Total (#)				1	1	0	1	0	0	0	1	0	0	0
Total (%)					100.0	0.0	100.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0

(+) indicates this job title contains employees who are included from another facility.

Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: C1 - CLERICAL LEVEL I

EEO

				Total										
Cat	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+
12	1 - 2	1035	ADMINISTRATIVE SUPPORT COORDINAT	50	18	32	37	13	4	9	22	1	0	1
Total (#)				50	18	32	37	13	4	9	22	1	0	1
Total (%)					36.0	64.0	74.0	26.0	8.0	18.0	44.0	2.0	0.0	2.0

(+) indicates this job title contains employees who are included from another facility.

Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: C3 - ADM. SUPPORT LEVEL II

EEO

				Total										
Cat	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+
12	1 - 2	1032	ADMINISTRATIVE SUPPORT ASSISTANT -	7	2	5	5	2	1	0	4	0	0	0
12	2 - 3	1170	CONFIDENTIAL OFFICE SUPPORT -12 M	2	1	1	2	0	2	0	0	0	0	0
Total (#)				9	3	6	7	2	3	0	4	0	0	0
Total (%)					33.3	66.7	77.8	22.2	33.3	0.0	44.4	0.0	0.0	0.0

(+) indicates this job title contains employees who are included from another facility.

Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: C4 - CLERICAL LEVEL I

EEO

Total												
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Cat	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+
12	1 - 1	1100	PAYROLL TECHNICIAN I	1	0	1	1	0	0	0	1	0	0	0
Total (#)				1	0	1	1	0	0	0	1	0	0	0
Total (%)					0.0	100.0	100.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0

(+) indicates this job title contains employees who are included from another facility.

Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: C6 - HEALTH CARE

EEO

				Total										
Cat	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+
9	1 - 6	1140	HEALTH INFORMATION TECHNICIAN	2	0	2	2	0	1	0	1	0	0	0
Total (#)				2	0	2	2	0	1	0	1	0	0	0
Total (%)					0.0	100.0	100.0	0.0	50.0	0.0	50.0	0.0	0.0	0.0

(+) indicates this job title contains employees who are included from another facility.

Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: E1 - MAINTENANCE AND OPERATIONS

EEO

				Total										
Cat	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+
10	1 - 1	2010	CUSTODIAN	139	41	98	139	0	1	35	102	1	0	0
10	1 - 1	2015	LEAD CUSTODIAN	12	6	6	12	0	1	5	6	0	0	0
Total (#)				151	47	104	151	0	2	40	108	1	0	0
Total (%)					31.1	68.9	100.0	0.0	1.3	26.5	71.5	0.7	0.0	0.0

(+) indicates this job title contains employees who are included from another facility.

Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: E2 - ADMINISTRATOR II

				Total											
EEO	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+	
4	1 - 2	8820	COMMUNITY SERVICE SPECIALIST -12 M	25	16	9	24	1	0	12	12	0	0	0	
10	0 - 0	8365	CORPORAL	1	1	0	1	0	0	0	1	0	0	0	
10	0 - 0	8350	POLICE OFFICER	8	7	1	4	4	0	2	2	0	0	0	
10	0 - 0	8354	SERGEANT	5	4	1	1	4	0	0	1	0	0	0	
Total (#)				39	28	11	30	9	0	14	16	0	0	0	
Total (%)					71.8	28.2	76.9	23.1	0.0	35.9	41.0	0.0	0.0	0.0	

(+) indicates this job title contains employees who are included from another facility.

Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: E3 - PUBLIC SAFETY

EEO

				Total										
Cat	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+
12	1 - 2	8800	POLICE DISPATCHER -12 MONTH	3	2	1	2	1	0	0	2	0	0	0
Total (#)				3	2	1	2	1	0	0	2	0	0	0
Total (%)					66.7	33.3	66.7	33.3	0.0	0.0	66.7	0.0	0.0	0.0

(+) indicates this job title contains employees who are included from another facility.

Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: F2 - RESRCH & DATA SUPPORT LEVEL II

EEO

				Total										
Cat	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+
3	3 - 3	1173	CONFIDENTIAL TECHNICAL SUPPORT -	1	0	1	1	0	0	0	1	0	0	0
3	2 - 3	0430	NETWORK ANALYST -12	11	9	2	4	7	0	1	3	0	0	0
3	2 - 3	0410	OPERATING SYSTEMS ANALYST -12	13	11	2	8	5	1	0	7	0	0	0
2	1 - 1	2572	SPACE AND FACILITIES UTILIZATION SPE	1	0	1	1	0	0	0	0	1	0	0
Total (#)				26	20	6	14	12	1	1	11	1	0	0
Total (%)					76.9	23.1	53.8	46.2	3.8	3.8	42.3	3.8	0.0	0.0

(+) indicates this job title contains employees who are included from another facility.

Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: F3 - RESRCH & DATA SUPPORT LEVEL I

EEO

				Total										
Cat	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+
2	1 - 1	1036	ADMINISTRATIVE ANALYST/SPECIALIST -	1	0	1	1	0	0	1	0	0	0	0
3	2 - 3	0400	ANALYST/PROGRAMMER -12	29	25	4	23	6	2	1	20	0	0	0
3	1 - 3	0420	INFORMATION TECHNOLOGY CONSULTA	76	49	27	47	29	4	9	31	0	3	0
Total (#)				106	74	32	71	35	6	11	51	0	3	0
Total (%)					69.8	30.2	67.0	33.0	5.7	10.4	48.1	0.0	2.8	0.0

(+) indicates this job title contains employees who are included from another facility.

Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: F4 - TECHNICAL SUPPORT LEVEL I

EEO

Total													
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Cat	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+
13	2 - 2	0440	EQUIPMENT SYSTEMS SPECIALIST -12	1	1	0	1	0	1	0	0	0	0	0
Total (#)				1	1	0	1	0	1	0	0	0	0	0
Total (%)					100.0	0.0	100.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0

(+) indicates this job title contains employees who are included from another facility.

Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: G1 - EXECUTIVE

EEO

Total												
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Cat	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+
1	0 - 0	2977	PRESIDENT	1	0	1	0	1	0	0	0	0	0	0
			Total (#)	1	0	1	0	1	0	0	0	0	0	0
			Total (%)		0.0	100.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0

(+) indicates this job title contains employees who are included from another facility.

Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: H1 - ADMINISTRATOR I

EEO

				Total											
Cat	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+	
2	1 - 4	1038	ADMINISTRATIVE ANALYST/SPECIALIST -	393	102	291	277	116	27	61	181	1	1	6	
2	1 - 3	1176	CONFIDENTIAL ADMINISTRATIVE SUPPO	18	5	13	14	4	1	4	9	0	0	0	
4	1 - 1	5182	EXTENDED EDUCATION SPECIALIST II	1	0	1	1	0	0	0	1	0	0	0	
12	1 - 1	1148	PRESIDENTIAL AIDE	1	0	1	1	0	0	1	0	0	0	0	
Total (#)				413	107	306	293	120	28	66	191	1	1	6	
Total (%)					25.9	74.1	70.9	29.1	6.8	16.0	46.2	0.2	0.2	1.5	

(+) indicates this job title contains employees who are included from another facility.

Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
Plan Date: 01/01/2021

Job Group: H2 - RESRCH & DATA SUPPORT LEVEL I

EEO

				Total											
Cat	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+	
2	1 - 1	5784	ASSOCIATE, ACADEMIC AND INSTITUTIO	4	1	3	2	2	0	0	2	0	0	0	
2	1 - 8	5783	ASSOCIATE, ACADEMIC AND INSTITUTIO	17	5	12	7	10	1	1	4	1	0	0	
2	1 - 1	5787	ASSOCIATE, ACADEMIC AND INSTITUTIO	15	7	8	6	9	0	2	4	0	0	0	
3	1 - 1	5683	RESEARCH TECHNICIAN I	30	10	20	22	8	3	11	6	0	0	2	
3	1 - 6	5681	RESEARCH TECHNICIAN II	12	6	6	7	5	0	2	5	0	0	0	
3	1 - 1	5680	RESEARCH TECHNICIAN III	7	2	5	3	4	1	2	0	0	0	0	
Total (#)				85	31	54	47	38	5	18	21	1	0	2	
Total (%)					36.5	63.5	55.3	44.7	5.9	21.2	24.7	1.2	0.0	2.4	

(+) indicates this job title contains employees who are included from another facility.

Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: H3 - ADM. SUPPORT LEVEL I

				Total											
EEO	Cat	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+
	2	1 - 1	1762	ACCOUNTANT I	10	3	7	9	1	0	3	6	0	0	0
	2	1 - 1	4555	ACCOUNTANT II	6	2	4	6	0	0	0	6	0	0	0
	2	1 - 1	4556	ACCOUNTANT III	4	2	2	4	0	0	0	4	0	0	0
	12	1 - 1	1741	ACCOUNTING TECHNICIAN II	3	0	3	3	0	0	0	3	0	0	0
	2	1 - 1	1740	ACCOUNTING TECHNICIAN III	2	1	1	2	0	0	0	2	0	0	0
Total (#)					25	8	17	24	1	0	3	21	0	0	0
Total (%)						32.0	68.0	96.0	4.0	0.0	12.0	84.0	0.0	0.0	0.0

(+) indicates this job title contains employees who are included from another facility.

Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: H4 - RESRCH & DATA SUPPORT LEVEL I

EEO

				Total											
Cat	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+	
2	1 - 1	5287	BUDGET ANALYST	1	0	1	1	0	0	0	1	0	0	0	
2	1 - 1	5284	SENIOR BUDGET ANALYST	2	0	2	2	0	0	0	2	0	0	0	
Total (#)				3	0	3	3	0	0	0	3	0	0	0	
Total (%)					0.0	100.0	100.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	

(+) indicates this job title contains employees who are included from another facility.

Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: H6 - RESRCH & DATA SUPPORT LEVEL I

EEO

				Total										
Cat	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+
4	2 - 3	0800	PUBLIC AFFAIRS/COMMUNICATION SPEC	7	6	1	4	3	0	0	2	0	1	1
Total (#)				7	6	1	4	3	0	0	2	0	1	1
Total (%)					85.7	14.3	57.1	42.9	0.0	0.0	28.6	0.0	14.3	14.3

(+) indicates this job title contains employees who are included from another facility.

Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: H7 - ADM. SUPPORT LEVEL II

EEO

				Total										
Cat	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+
2	1 - 1	4791	BUYER I	1	0	1	1	0	0	0	1	0	0	0
2	1 - 1	4792	BUYER II	2	1	1	2	0	0	0	2	0	0	0
2	1 - 1	4794	BUYER III	1	0	1	1	0	0	0	1	0	0	0
2	0 - 0	4790	BUYER TRAINEE	1	0	1	1	0	0	0	0	0	0	1
Total (#)				5	1	4	5	0	0	0	4	0	0	1
Total (%)					20.0	80.0	100.0	0.0	0.0	0.0	80.0	0.0	0.0	20.0

(+) indicates this job title contains employees who are included from another facility.

Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: H8 - MAINTENANCE AND OPERATIONS

EEO

				Total										
Cat	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+
12	1 - 1	1506	STOREKEEPER I	1	1	0	0	1	0	0	0	0	0	0
14	1 - 1	1508	WAREHOUSE WORKER	5	4	1	4	1	0	1	3	0	0	0
Total (#)				6	5	1	4	2	0	1	3	0	0	0
Total (%)					83.3	16.7	66.7	33.3	0.0	16.7	50.0	0.0	0.0	0.0

(+) indicates this job title contains employees who are included from another facility.

Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: I1 - HEALTH CARE

				Total											
EEO	Cat	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+
	4	1 - 1	8147	HEALTH EDUCATOR	6	1	5	4	2	0	1	3	0	0	0
	9	1 - 1	8166	NURSE PRACTITIONER	3	0	3	1	2	0	1	0	0	0	0
	9	0 - 0	7930	PER DIEM NON-EXEMPT - HEALTHCARE	7	0	7	5	2	0	0	4	0	0	1
	9	1 - 1	7992	PHARMACIST I	1	1	0	1	0	0	0	1	0	0	0
	9	1 - 1	7993	PHARMACIST II	1	0	1	1	0	0	0	1	0	0	0
	9	1 - 6	7737	PHYSICIAN - PRIMARY CARE	2	0	2	1	1	0	0	1	0	0	0
	9	1 - 1	7750	PHYSICIAN - SPECIALTY SERVICES	1	1	0	0	1	0	0	0	0	0	0
	9	1 - 6	8157	REGISTERED NURSE III	4	0	4	2	2	0	0	2	0	0	0
Total (#)					25	3	22	15	10	0	2	12	0	0	1
Total (%)						12.0	88.0	60.0	40.0	0.0	8.0	48.0	0.0	0.0	4.0

(+) indicates this job title contains employees who are included from another facility.

Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: I2 - HEALTH CARE

EEO

				Total										
Cat	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+
10	6 - 6	8137	CLINICAL ASSISTANT	3	0	3	3	0	0	0	3	0	0	0
10	1 - 6	8148	MEDICAL ASSISTANT	4	2	2	3	1	0	0	3	0	0	0
Total (#)				7	2	5	6	1	0	0	6	0	0	0
Total (%)					28.6	71.4	85.7	14.3	0.0	0.0	85.7	0.0	0.0	0.0

(+) indicates this job title contains employees who are included from another facility.

Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: J1 - FACULTY

				Total											
EEO	Cat	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+
	5	3 - 5	2481	DEPARTMENT CHAIR - 12 MONTH	60	23	37	24	36	4	1	18	1	0	0
	5	4 - 4	2482	DEPARTMENT CHAIR - ACADEMIC YEAR	1	0	1	1	0	0	0	1	0	0	0
Total (#)					61	23	38	25	36	4	1	19	1	0	0
Total (%)						37.7	62.3	41.0	59.0	6.6	1.6	31.1	1.6	0.0	0.0

(+) indicates this job title contains employees who are included from another facility.

Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: J2 - FACULTY

				Total											
EEO	Cat	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+
	5	0 - 0	2403	FT FACULTY UNIT - ADDITIONAL EMPLOY	17	8	9	12	5	4	3	5	0	0	0
	5	0 - 0	2388	GRANT-RELATED/SPECIALY FUNDED IN	3	1	2	1	2	0	1	0	0	0	0
	5	5 - 5	2361	INSTRUCTIONAL FACULTY - 12 MONTH	8	3	5	2	6	0	0	1	0	0	1
	5	3 - 5	2360	INSTRUCTIONAL FACULTY - ACADEMIC Y	599	267	332	262	337	26	38	177	9	2	10
	5	3 - 5	2399	INSTRUCTIONAL FACULTY - ACADEMIC Y	92	48	44	39	53	7	7	20	2	2	1
	5	4 - 4	2395	INSTRUCTIONAL FACULTY, CHAIRMAN, A	1	1	0	1	0	1	0	0	0	0	0
	5	2 - 5	2359	LECTURER - 12 MONTH	19	10	9	8	11	1	1	6	0	0	0
	5	2 - 5	2358	LECTURER - ACADEMIC YEAR	905	388	517	369	536	69	94	176	8	5	17
Total (#)					1,644	726	918	694	950	108	144	385	19	9	29
Total (%)						44.2	55.8	42.2	57.8	6.6	8.8	23.4	1.2	0.5	1.8

(+) indicates this job title contains employees who are included from another facility.

Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: M1 - LIBRARIAN INSTRUCTNAL SUPPORT

EEO

				Total										
Cat	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+
7	3 - 4	2919	LIBRARIAN - 10 MONTH	3	0	3	0	3	0	0	0	0	0	0
7	2 - 5	2920	LIBRARIAN - 12 MONTH	19	7	12	3	16	0	1	2	0	0	0
Total (#)				22	7	15	3	19	0	1	2	0	0	0
Total (%)					31.8	68.2	13.6	86.4	0.0	4.5	9.1	0.0	0.0	0.0

(+) indicates this job title contains employees who are included from another facility.

Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: M2 - RESRCH & DATA SUPPORT LEVEL I

EEO

				Total										
Cat	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+
4	1 - 1	2886	LIBRARY SERVICES SPECIALIST I	1	0	1	1	0	0	0	1	0	0	0
4	1 - 1	2887	LIBRARY SERVICES SPECIALIST II	7	3	4	4	3	0	1	3	0	0	0
4	1 - 1	2888	LIBRARY SERVICES SPECIALIST III	7	4	3	4	3	0	2	2	0	0	0
4	1 - 1	2889	LIBRARY SERVICES SPECIALIST IV	5	2	3	2	3	0	1	1	0	0	0
Total (#)				20	9	11	11	9	0	4	7	0	0	0
Total (%)					45.0	55.0	55.0	45.0	0.0	20.0	35.0	0.0	0.0	0.0

(+) indicates this job title contains employees who are included from another facility.

Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: O1 - ADM. SUPPORT LEVEL II

				Total											
EEO															
Cat	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+	
12	1 - 1	2630	CREDENTIAL ANALYST II	1	0	1	1	0	0	1	0	0	0	0	
10	1 - 1	9687	HEAD RESIDENT II	1	0	1	1	0	1	0	0	0	0	0	
3	1 - 2	3079	STUDENT SERVICES PROFESSIONAL I	4	1	3	2	2	0	2	0	0	0	0	
3	1 - 1	3082	STUDENT SERVICES PROFESSIONAL II	55	15	40	42	13	8	9	22	0	1	2	
3	1 - 6	3084	STUDENT SERVICES PROFESSIONAL III	59	22	37	41	18	9	13	18	0	0	1	
3	1 - 6	3086	STUDENT SERVICES PROFESSIONAL IV	27	13	14	19	8	2	7	10	0	0	0	
3	0 - 0	3070	STUDENT SERVICES PROFESSIONAL, A	2	1	1	0	2	0	0	0	0	0	0	
3	0 - 0	3072	STUDENT SERVICES PROFESSIONAL, A	5	1	4	3	2	0	2	1	0	0	0	
4	0 - 0	3073	STUDENT SERVICES PROFESSIONAL, A	1	1	0	1	0	1	0	0	0	0	0	
3	0 - 0	3075	STUDENT SERVICES PROFESSIONAL, A	4	0	4	4	0	0	2	2	0	0	0	
Total (#)				159	54	105	114	45	21	36	53	0	1	3	
Total (%)					34.0	66.0	71.7	28.3	13.2	22.6	33.3	0.0	0.6	1.9	

(+) indicates this job title contains employees who are included from another facility.

Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: O2 - ATHLETIC INSTRUCTIONAL SUPPORT

EEO

				Total											
Cat	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+	
9	1 - 6	8185	ATHLETIC TRAINER II - 12 MONTH	3	1	2	1	2	0	0	0	1	0	0	
4	0 - 0	2377	COACH - 10 MONTH	4	2	2	2	2	0	1	0	0	0	1	
4	0 - 0	2383	COACHING ASSISTANT - 10 MONTH	2	2	0	2	0	1	1	0	0	0	0	
Total (#)				9	5	4	5	4	1	2	0	1	0	1	
Total (%)					55.6	44.4	55.6	44.4	11.1	22.2	0.0	11.1	0.0	11.1	

(+) indicates this job title contains employees who are included from another facility.

Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
Plan Date: 01/01/2021

Job Group: P1 - ADM. SUPPORT LEVEL II

				Total										
EEO	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+
4	1 - 1	2866	ACCOMPANIST II	4	2	2	2	2	1	0	1	0	0	0
10	1 - 1	1513	ATHLETIC EQUIPMENT ATTENDANT II	1	1	0	1	0	0	0	1	0	0	0
4	0 - 0	0850	BROADCAST ENGINEER -12 MONTH	1	1	0	0	1	0	0	0	0	0	0
13	1 - 1	7013	EQUIPMENT TECHNICIAN II, ELECTRON	1	1	0	1	0	0	0	0	0	0	1
13	1 - 1	7014	EQUIPMENT TECHNICIAN II, SPECIALIZE	2	2	0	1	1	0	1	0	0	0	0
13	1 - 1	7021	EQUIPMENT TECHNICIAN III, MECHANIC	2	2	0	2	0	0	0	2	0	0	0
13	1 - 1	7024	EQUIPMENT TECHNICIAN III, SPECIALIZE	6	6	0	3	3	0	3	0	0	0	0
3	1 - 1	7512	GLASSBLOWER	1	1	0	0	1	0	0	0	0	0	0
4	1 - 3	0820	GRAPHIC DESIGNER -12 MONTH	6	5	1	2	4	0	1	1	0	0	0
4	1 - 1	1577	INSTRUCTIONAL SUPPORT ASSISTANT I	1	1	0	1	0	1	0	0	0	0	0
4	1 - 1	1578	INSTRUCTIONAL SUPPORT ASSISTANT I	5	3	2	1	4	1	0	0	0	0	0
4	1 - 1	1579	INSTRUCTIONAL SUPPORT ASSISTANT I	2	1	1	0	2	0	0	0	0	0	0
4	1 - 1	1615	INSTRUCTIONAL SUPPORT TECHNICIAN	1	0	1	1	0	0	0	1	0	0	0
4	1 - 1	1617	INSTRUCTIONAL SUPPORT TECHNICIAN	10	4	6	7	3	1	0	6	0	0	0
4	1 - 1	1619	INSTRUCTIONAL SUPPORT TECHNICIAN	12	8	4	4	8	2	0	2	0	0	0
3	1 - 1	7888	LABORATORY ASSISTANT I	3	0	3	3	0	0	1	2	0	0	0
4	1 - 2	0810	MEDIA PRODUCTION SPECIALIST -12 MO	4	3	1	1	3	0	1	0	0	0	0
4	2 - 3	0840	PERFORMING ARTS TECHNICIAN -12 MO	3	2	1	0	3	0	0	0	0	0	0
13	1 - 1	6951	PIANO TECHNICIAN II	1	1	0	0	1	0	0	0	0	0	0
Total (#)				66	44	22	30	36	6	7	16	0	0	1
Total (%)					66.7	33.3	45.5	54.5	9.1	10.6	24.2	0.0	0.0	1.5

(+) indicates this job title contains employees who are included from another facility.

Affirmative Action Plan
Affirmative Action Plan 2020
Job Group Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: R1 - ADMINISTRATOR I

EEO

				Total										
Cat	Pay Grade	Job Code	Job Title	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+
1	1 - 1	3318	ADMINISTRATOR I	51	24	27	25	26	4	8	12	0	0	1
1	1 - 6	3312	ADMINISTRATOR II	71	29	42	44	27	4	8	29	1	2	0
1	1 - 6	3306	ADMINISTRATOR III	53	23	30	24	29	5	11	8	0	0	0
1	1 - 1	3300	ADMINISTRATOR IV	34	20	14	15	19	6	1	7	1	0	0
Total (#)				209	96	113	108	101	19	28	56	2	2	1
Total (%)					45.9	54.1	51.7	48.3	9.1	13.4	26.8	1.0	1.0	0.5

(+) indicates this job title contains employees who are included from another facility.

**Affirmative Action Plan
2021 Affirmative Action Plan
Availability Analysis**

Snapshot Date: 10/31/2020
Plan Date: 01/01/2021

Job Group: B2 - CRAFTS AND TRADES

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+		
External Factors																								
Local	96.7	3.3	62.8	37.2	3.1	26.0	30.4	0.3	1.9	1.2	20.00	19.3	0.7	12.6	7.4	0.6	5.2	6.1	0.1	0.4	0.2	Bay Area		
Reasonable	95.7	4.3	34.1	65.9	6.4	24.0	1.5	0.7	0.1	1.4	10.00	9.6	0.4	3.4	6.6	0.6	2.4	0.2	0.1	0.0	0.1	National		
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis		
Reasonable	97.6	2.4	61.3	38.7	3.9	34.3	17.7	0.9	1.3	3.2	20.00	19.5	0.5	12.3	7.7	0.8	6.9	3.5	0.2	0.3	0.6	Employee Zipcode Analysis		
Internal Factors																								
Feeders	100.0	0.0	51.5	48.5	6.1	36.4	9.1	0.0	0.0	0.0	30.00	30.0	0.0	15.5	14.5	1.8	10.9	2.7	0.0	0.0	0.0	Feeders		
Final Availability (%)											100.00	78.4	1.6	43.7	36.3	3.8	25.4	12.5	0.3	0.7	1.0			

**Affirmative Action Plan
2021 Affirmative Action Plan
Availability Analysis**

Snapshot Date: 10/31/2020
Plan Date: 01/01/2021

Job Group: B4 - MAINTENANCE AND OPERATIONS

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+		
External Factors																								
Local	87.0	13.0	71.1	28.9	11.6	28.6	25.9	0.5	0.8	3.6	20.00	17.4	2.6	14.2	5.8	2.3	5.7	5.2	0.1	0.2	0.7	Bay Area		
Reasonable	85.6	14.4	44.7	55.3	14.2	25.9	2.0	0.8	0.2	1.5	10.00	8.6	1.4	4.5	5.5	1.4	2.6	0.2	0.1	0.0	0.1	National		
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis		
Reasonable	86.9	13.1	73.5	26.5	10.3	40.6	18.0	0.3	1.2	3.1	20.00	17.4	2.6	14.7	5.3	2.1	8.1	3.6	0.1	0.2	0.6	Employee Zipcode Analysis		
Internal Factors																								
Feeders	100.0	0.0	92.1	7.9	5.3	50.0	36.8	0.0	0.0	0.0	30.00	30.0	0.0	27.6	2.4	1.6	15.0	11.1	0.0	0.0	0.0	Feeders		
Final Availability (%)											100.00	73.3	6.7	61.0	19.0	7.4	31.4	20.0	0.2	0.4	1.5			

**Affirmative Action Plan
2021 Affirmative Action Plan
Availability Analysis**

Snapshot Date: 10/31/2020
Plan Date: 01/01/2021

Job Group: B5 - CRAFTS AND TRADES

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+		
External Factors																								
Local	81.0	19.0	74.9	25.1	11.4	11.6	19.8	0.2	31.8	0.0	20.00	16.2	3.8	15.0	5.0	2.3	2.3	4.0	0.0	6.4	0.0	Bay Area		
Reasonable	91.0	9.0	23.7	76.3	7.8	10.4	3.5	0.5	0.2	1.4	10.00	9.1	0.9	2.4	7.6	0.8	1.0	0.3	0.0	0.0	0.1	National		
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis		
Reasonable	89.0	11.0	57.9	42.1	8.1	18.6	14.6	0.1	15.5	1.1	20.00	17.8	2.2	11.6	8.4	1.6	3.7	2.9	0.0	3.1	0.2	Employee Zipcode Analysis		
Internal Factors																								
Feeders	90.9	9.1	63.6	36.4	9.1	27.3	27.3	0.0	0.0	0.0	30.00	27.3	2.7	19.1	10.9	2.7	8.2	8.2	0.0	0.0	0.0	Feeders		
Final Availability (%)											100.00	70.4	9.6	48.0	32.0	7.4	15.3	15.4	0.1	9.5	0.4			

**Affirmative Action Plan
2021 Affirmative Action Plan
Availability Analysis**

Snapshot Date: 10/31/2020
Plan Date: 01/01/2021

Job Group: B6 - CRAFTS AND TRADES

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+		
External Factors																								
Local	97.7	2.3	83.5	16.5	0.0	21.1	57.8	0.0	1.8	2.8	20.00	19.5	0.5	16.7	3.3	0.0	4.2	11.6	0.0	0.4	0.6	Bay Area		
Reasonable	98.5	1.5	32.0	68.0	7.4	19.0	3.4	0.6	0.2	1.4	10.00	9.8	0.2	3.2	6.8	0.7	1.9	0.3	0.1	0.0	0.1	National		
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis		
Reasonable	98.1	1.9	73.7	26.3	1.6	27.7	40.0	0.1	1.3	3.0	20.00	19.6	0.4	14.7	5.3	0.3	5.5	8.0	0.0	0.3	0.6	Employee Zipcode Analysis		
Internal Factors																								
Feeders	100.0	0.0	100.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	30.00	30.0	0.0	30.0	0.0	0.0	0.0	30.0	0.0	0.0	0.0	Feeders		
Final Availability (%)											100.00	79.0	1.0	64.6	15.4	1.1	11.7	49.9	0.1	0.6	1.3			

**Affirmative Action Plan
2021 Affirmative Action Plan
Availability Analysis**

Snapshot Date: 10/31/2020
Plan Date: 01/01/2021

Job Group: C1 - CLERICAL LEVEL I

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+		
External Factors																								
Local	16.5	83.5	51.7	48.3	7.1	13.1	27.0	0.3	0.8	3.4	20.00	3.3	16.7	10.3	9.7	1.4	2.6	5.4	0.1	0.2	0.7	Bay Area		
Reasonable	4.1	95.9	23.6	76.4	9.0	10.0	2.5	0.6	0.1	1.3	10.00	0.4	9.6	2.4	7.6	0.9	1.0	0.3	0.1	0.0	0.1	National		
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis		
Reasonable	10.7	89.3	49.5	50.5	7.4	15.0	22.7	0.2	0.9	3.2	20.00	2.1	17.9	9.9	10.1	1.5	3.0	4.5	0.0	0.2	0.6	Employee Zipcode Analysis		
Internal Factors																								
Feeders	36.0	64.0	74.0	26.0	8.0	18.0	44.0	2.0	0.0	2.0	30.00	10.8	19.2	22.2	7.8	2.4	5.4	13.2	0.6	0.0	0.6	Feeders		
Final Availability (%)												100.00	16.7	63.3	44.8	35.2	6.2	12.0	23.4	0.8	0.3	2.1		

Affirmative Action Plan
2021 Affirmative Action Plan
Availability Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: C3 - ADM. SUPPORT LEVEL II

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+		
External Factors																								
Local	16.5	83.5	51.7	48.3	7.1	13.1	27.0	0.3	0.8	3.4	20.00	3.3	16.7	10.3	9.7	1.4	2.6	5.4	0.1	0.2	0.7	Bay Area		
Reasonable	4.1	95.9	23.6	76.4	9.0	10.0	2.5	0.6	0.1	1.3	10.00	0.4	9.6	2.4	7.6	0.9	1.0	0.3	0.1	0.0	0.1	National		
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis		
Reasonable	10.7	89.3	49.5	50.5	7.4	15.0	22.7	0.2	0.9	3.2	20.00	2.1	17.9	9.9	10.1	1.5	3.0	4.5	0.0	0.2	0.6	Employee Zipcode Analysis		
Internal Factors																								
Feeders	33.3	66.7	77.8	22.2	33.3	0.0	44.4	0.0	0.0	0.0	30.00	10.0	20.0	23.3	6.7	10.0	0.0	13.3	0.0	0.0	0.0	Feeders		
Final Availability (%)												100.00	15.9	64.1	45.9	34.1	13.8	6.6	23.5	0.2	0.3	1.5		

**Affirmative Action Plan
2021 Affirmative Action Plan
Availability Analysis**

Snapshot Date: 10/31/2020
Plan Date: 01/01/2021

Job Group: C4 - CLERICAL LEVEL I

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+		
External Factors																								
Local	40.0	60.0	65.5	34.5	0.0	23.6	41.8	0.0	0.0	0.0	20.00	8.0	12.0	13.1	6.9	0.0	4.7	8.4	0.0	0.0	0.0	0.0	Bay Area	
Reasonable	10.1	89.9	27.7	72.3	11.2	11.0	3.5	0.6	0.1	1.4	10.00	1.0	9.0	2.8	7.2	1.1	1.1	0.3	0.1	0.0	0.1	0.1	National	
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis	
Reasonable	27.3	72.7	67.4	32.6	7.8	18.5	40.1	0.0	0.0	1.1	20.00	5.5	14.5	13.5	6.5	1.6	3.7	8.0	0.0	0.0	0.2	0.2	Employee Zipcode Analysis	
Internal Factors																								
Feeders	0.0	100.0	100.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	30.00	0.0	30.0	30.0	0.0	0.0	0.0	30.0	0.0	0.0	0.0	0.0	0.0	Feeders
Final Availability (%)											100.00	14.5	65.5	59.4	20.6	2.7	9.5	46.7	0.1	0.0	0.4			

**Affirmative Action Plan
2021 Affirmative Action Plan
Availability Analysis**

Snapshot Date: 10/31/2020
Plan Date: 01/01/2021

Job Group: C6 - HEALTH CARE

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE										
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+												
External Factors																																		
Local	21.7	78.3	73.9	26.1	37.0	0.0	37.0	0.0	0.0	0.0	20.00	4.3	15.7	14.8	5.2	7.4	0.0	7.4	0.0	0.0	0.0	0.0	Bay Area											
Reasonable	10.4	89.6	38.1	61.9	17.4	12.8	5.0	1.5	0.1	1.2	10.00	1.0	9.0	3.8	6.2	1.7	1.3	0.5	0.2	0.0	0.1	0.1	National											
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis											
Reasonable	21.6	78.4	72.7	27.3	20.8	4.4	43.8	0.0	2.8	1.0	20.00	4.3	15.7	14.5	5.5	4.2	0.9	8.8	0.0	0.6	0.2	0.2	Employee Zipcode Analysis											
Internal Factors																																		
Feeders	0.0	100.0	100.0	0.0	50.0	0.0	50.0	0.0	0.0	0.0	30.00	0.0	30.0	30.0	0.0	15.0	0.0	15.0	0.0	0.0	0.0	0.0	0.0	Feeders										
Final Availability (%)												100.00	9.7	70.3	63.1	16.9	28.3	2.2	31.6	0.2	0.6	0.3												

**Affirmative Action Plan
2021 Affirmative Action Plan
Availability Analysis**

Snapshot Date: 10/31/2020
Plan Date: 01/01/2021

Job Group: E1 - MAINTENANCE AND OPERATIONS

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+		
External Factors																								
Local	73.0	27.0	88.9	11.1	8.5	40.4	38.8	0.4	0.1	0.8	20.00	14.6	5.4	17.8	2.2	1.7	8.1	7.8	0.1	0.0	0.2	Bay Area		
Reasonable	68.3	31.7	49.3	50.7	17.6	26.5	2.8	0.9	0.2	1.3	10.00	6.8	3.2	4.9	5.1	1.8	2.7	0.3	0.1	0.0	0.1	National		
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis		
Reasonable	69.8	30.2	86.8	13.2	9.1	49.0	27.2	0.3	0.3	0.9	20.00	14.0	6.0	17.4	2.6	1.8	9.8	5.4	0.1	0.1	0.2	Employee Zipcode Analysis		
Internal Factors																								
Feeders	31.1	68.9	100.0	0.0	1.3	26.5	71.5	0.7	0.0	0.0	30.00	9.3	20.7	30.0	0.0	0.4	7.9	21.5	0.2	0.0	0.0	Feeders		
Final Availability (%)											100.00	44.7	35.3	70.1	9.9	5.7	28.5	34.9	0.4	0.1	0.5			

Affirmative Action Plan
2021 Affirmative Action Plan
Availability Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: E2 - ADMINISTRATOR II

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+		
External Factors																								
Local	49.3	50.7	51.0	49.0	16.2	14.5	17.3	0.0	0.0	3.0	20.00	9.9	10.1	10.2	9.8	3.2	2.9	3.5	0.0	0.0	0.6	Bay Area		
Reasonable	51.8	48.2	35.1	64.9	16.7	12.6	2.6	1.2	0.2	1.8	10.00	5.2	4.8	3.5	6.5	1.7	1.3	0.3	0.1	0.0	0.2	National		
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis		
Reasonable	46.1	53.9	51.4	48.6	12.9	19.8	16.3	0.0	0.2	2.1	20.00	9.2	10.8	10.3	9.7	2.6	4.0	3.3	0.0	0.0	0.4	Employee Zipcode Analysis		
Internal Factors																								
Feeders	71.8	28.2	76.9	23.1	0.0	35.9	41.0	0.0	0.0	0.0	30.00	21.5	8.5	23.1	6.9	0.0	10.8	12.3	0.0	0.0	0.0	Feeders		
Final Availability (%)											100.00	45.8	34.2	47.1	32.9	7.5	18.9	19.3	0.1	0.1	1.2			

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2021 Affirmative Action Plan
Availability Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: E3 - PUBLIC SAFETY

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+		
External Factors																								
Local	55.4	44.6	50.6	49.4	0.0	26.6	7.5	0.0	13.5	3.0	20.00	11.1	8.9	10.1	9.9	0.0	5.3	1.5	0.0	2.7	0.6	Bay Area		
Reasonable	43.6	56.4	28.3	71.7	12.3	12.1	1.5	0.8	0.2	1.6	10.00	4.4	5.6	2.8	7.2	1.2	1.2	0.1	0.1	0.0	0.2	National		
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis		
Reasonable	51.8	48.2	54.7	45.3	5.9	26.8	12.3	0.3	7.2	2.2	20.00	10.4	9.6	10.9	9.1	1.2	5.4	2.5	0.1	1.4	0.4	Employee Zipcode Analysis		
Internal Factors																								
Feeders	71.4	28.6	76.1	23.9	0.0	33.0	43.1	0.0	0.0	0.0	30.00	21.4	8.6	22.8	7.2	0.0	9.9	12.9	0.0	0.0	0.0	Feeders		
Final Availability (%)												100.00	47.2	32.8	46.7	33.3	2.4	21.8	17.0	0.1	4.1	1.2		

Affirmative Action Plan
2021 Affirmative Action Plan
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Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: F2 - RESRCH & DATA SUPPORT LEVEL II

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+		
External Factors																								
Local	66.4	33.6	44.8	55.2	1.1	4.2	37.4	0.0	0.2	1.9	20.00	13.3	6.7	9.0	11.0	0.2	0.8	7.5	0.0	0.0	0.4	Bay Area		
Reasonable	74.5	25.5	30.6	69.4	8.7	5.7	14.1	0.3	0.1	1.8	10.00	7.4	2.6	3.1	6.9	0.9	0.6	1.4	0.0	0.0	0.2	National		
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis		
Reasonable	69.1	30.9	53.1	46.9	2.4	7.6	40.4	0.0	0.5	2.2	20.00	13.8	6.2	10.6	9.4	0.5	1.5	8.1	0.0	0.1	0.4	Employee Zipcode Analysis		
Internal Factors																								
Feeders	76.9	23.1	53.8	46.2	3.8	3.8	42.3	3.8	0.0	0.0	30.00	23.1	6.9	16.2	13.8	1.2	1.2	12.7	1.2	0.0	0.0	Feeders		
Final Availability (%)												100.00	57.6	22.4	38.8	41.2	2.7	4.1	29.7	1.2	0.2	1.0		

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Snapshot Date: 10/31/2020
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Job Group: F3 - RESRCH & DATA SUPPORT LEVEL I

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+		
External Factors																								
Local	79.8	20.2	37.4	62.6	3.6	4.7	24.3	0.0	0.7	4.0	20.00	16.0	4.0	7.5	12.5	0.7	0.9	4.9	0.0	0.1	0.8	Bay Area		
Reasonable	71.7	28.3	29.0	71.0	9.2	7.2	10.4	0.3	0.1	1.7	10.00	7.2	2.8	2.9	7.1	0.9	0.7	1.0	0.0	0.0	0.2	National		
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis		
Reasonable	77.2	22.8	44.7	55.3	4.9	6.8	28.5	0.1	0.7	3.7	20.00	15.4	4.6	8.9	11.1	1.0	1.4	5.7	0.0	0.1	0.7	Employee Zipcode Analysis		
Internal Factors																								
Feeders	38.3	61.7	67.4	32.6	6.8	14.4	44.2	0.2	0.7	1.2	30.00	11.5	18.5	20.2	9.8	2.0	4.3	13.2	0.1	0.2	0.4	Feeders		
Final Availability (%)												100.00	50.0	30.0	39.5	40.5	4.7	7.3	24.9	0.1	0.5	2.1		

Affirmative Action Plan
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Availability Analysis

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Job Group: F4 - TECHNICAL SUPPORT LEVEL I

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+		
External Factors																								
Local	96.1	3.9	70.1	29.9	6.4	16.7	44.7	0.0	0.0	2.4	20.00	19.2	0.8	14.0	6.0	1.3	3.3	8.9	0.0	0.0	0.5	Bay Area		
Reasonable	87.5	12.5	30.0	70.0	10.8	10.3	6.6	0.4	0.2	1.8	10.00	8.8	1.2	3.0	7.0	1.1	1.0	0.7	0.0	0.0	0.2	National		
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis		
Reasonable	94.1	5.9	62.3	37.7	5.9	16.6	36.6	0.1	0.6	2.7	20.00	18.8	1.2	12.5	7.5	1.2	3.3	7.3	0.0	0.1	0.5	Employee Zipcode Analysis		
Internal Factors																								
Feeders	100.0	0.0	100.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	30.00	30.0	0.0	30.0	0.0	30.0	0.0	0.0	0.0	0.0	0.0	Feeders		
Final Availability (%)											100.00	76.8	3.2	59.5	20.5	33.5	7.7	16.9	0.1	0.1	1.2			

Affirmative Action Plan
2021 Affirmative Action Plan
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Snapshot Date: 10/31/2020
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Job Group: G1 - EXECUTIVE

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+		
External Factors																								
Local	77.7	22.3	20.2	79.8	1.5	2.6	14.2	1.2	0.0	0.7	20.00	15.5	4.5	4.0	16.0	0.3	0.5	2.8	0.2	0.0	0.1	Bay Area		
Reasonable	77.8	22.2	13.6	86.4	3.3	4.5	4.4	0.4	0.0	0.9	10.00	7.8	2.2	1.4	8.6	0.3	0.5	0.4	0.0	0.0	0.1	National		
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis		
Reasonable	78.0	22.0	22.8	77.2	3.0	2.9	15.0	0.8	0.0	1.2	20.00	15.6	4.4	4.6	15.4	0.6	0.6	3.0	0.2	0.0	0.2	Employee Zipcode Analysis		
Internal Factors																								
Feeders	6.5	93.5	17.7	82.3	1.7	4.0	11.6	0.1	0.1	0.4	30.00	1.9	28.1	5.3	24.7	0.5	1.2	3.5	0.0	0.0	0.1	Feeders		
Final Availability (%)												100.00	40.9	39.1	15.3	64.7	1.7	2.7	9.7	0.5	0.0	0.6		

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Availability Analysis**

Snapshot Date: 10/31/2020
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Job Group: H1 - ADMINISTRATOR I

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+		
External Factors																								
Local	36.4	63.6	55.1	44.9	3.1	4.7	44.3	0.0	0.0	3.1	20.00	7.3	12.7	11.0	9.0	0.6	0.9	8.9	0.0	0.0	0.6	Bay Area		
Reasonable	37.4	62.6	31.5	68.5	12.1	9.9	7.1	0.5	0.1	1.8	10.00	3.7	6.3	3.1	6.9	1.2	1.0	0.7	0.1	0.0	0.2	National		
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis		
Reasonable	37.1	62.9	55.4	44.6	4.9	8.4	39.7	0.0	0.1	2.2	20.00	7.4	12.6	11.1	8.9	1.0	1.7	7.9	0.0	0.0	0.4	Employee Zipcode Analysis		
Internal Factors																								
Feeders	27.5	72.5	71.6	28.4	7.7	15.8	45.9	0.5	0.2	1.5	30.00	8.3	21.7	21.5	8.5	2.3	4.7	13.8	0.1	0.1	0.4	Feeders		
Final Availability (%)												100.00	26.7	53.3	46.7	33.3	5.1	8.3	31.3	0.2	0.1	1.7		

Affirmative Action Plan
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Availability Analysis

Snapshot Date: 10/31/2020
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Job Group: H2 - RESRCH & DATA SUPPORT LEVEL I

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+		
External Factors																								
Local	48.4	51.6	44.8	55.2	0.9	4.3	36.3	0.1	0.0	3.2	20.00	9.7	10.3	9.0	11.0	0.2	0.9	7.3	0.0	0.0	0.6	Bay Area		
Reasonable	55.2	44.8	27.0	73.0	7.4	7.1	9.8	0.7	0.1	1.8	10.00	5.5	4.5	2.7	7.3	0.7	0.7	1.0	0.1	0.0	0.2	National		
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis		
Reasonable	51.1	48.9	45.3	54.7	1.9	6.1	34.0	0.3	0.1	2.9	20.00	10.2	9.8	9.1	10.9	0.4	1.2	6.8	0.1	0.0	0.6	Employee Zipcode Analysis		
Internal Factors																								
Feeders	36.5	63.5	55.3	44.7	5.9	21.2	24.7	1.2	0.0	2.4	30.00	10.9	19.1	16.6	13.4	1.8	6.4	7.4	0.4	0.0	0.7	Feeders		
Final Availability (%)												100.00	36.4	43.6	37.3	42.7	3.1	9.1	22.5	0.5	0.0	2.1		

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Availability Analysis**

Snapshot Date: 10/31/2020
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Job Group: H3 - ADM. SUPPORT LEVEL I

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+		
External Factors																								
Local	31.6	68.4	56.8	43.2	3.1	10.2	40.1	1.2	0.6	1.6	20.00	6.3	13.7	11.4	8.6	0.6	2.0	8.0	0.2	0.1	0.3	Bay Area		
Reasonable	22.9	77.1	24.7	75.3	7.9	8.2	6.7	0.5	0.1	1.2	10.00	2.3	7.7	2.5	7.5	0.8	0.8	0.7	0.0	0.0	0.1	National		
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis		
Reasonable	26.5	73.5	56.0	44.0	4.8	11.2	36.6	0.6	0.7	2.0	20.00	5.3	14.7	11.2	8.8	1.0	2.2	7.3	0.1	0.1	0.4	Employee Zipcode Analysis		
Internal Factors																								
Feeders	32.0	68.0	96.0	4.0	0.0	12.0	84.0	0.0	0.0	0.0	30.00	9.6	20.4	28.8	1.2	0.0	3.6	25.2	0.0	0.0	0.0	Feeders		
Final Availability (%)												100.00	23.5	56.5	53.8	26.2	2.4	8.7	41.2	0.4	0.3	0.8		

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Snapshot Date: 10/31/2020
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Job Group: H4 - RESRCH & DATA SUPPORT LEVEL I

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+		
External Factors																								
Local	31.3	68.8	56.3	43.8	18.8	18.8	18.8	0.0	0.0	0.0	20.00	6.3	13.8	11.3	8.8	3.8	3.8	3.8	0.0	0.0	0.0	Bay Area		
Reasonable	36.7	63.3	32.8	67.2	15.8	7.0	7.1	0.4	0.2	2.2	10.00	3.7	6.3	3.3	6.7	1.6	0.7	0.7	0.0	0.0	0.2	National		
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis		
Reasonable	25.1	74.9	65.5	34.5	10.5	11.8	37.4	0.0	0.0	5.8	20.00	5.0	15.0	13.1	6.9	2.1	2.4	7.5	0.0	0.0	1.2	Employee Zipcode Analysis		
Internal Factors																								
Feeders	0.0	100.0	100.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	30.00	0.0	30.0	30.0	0.0	0.0	0.0	30.0	0.0	0.0	0.0	Feeders		
Final Availability (%)											100.00	14.9	65.1	57.6	22.4	7.4	6.8	41.9	0.0	0.0	1.4			

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 Plan Date: 01/01/2021

Job Group: H6 - RESRCH & DATA SUPPORT LEVEL I

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+		
External Factors																								
Local	31.7	68.3	28.3	71.7	0.0	7.5	16.3	0.0	0.0	4.6	20.00	6.3	13.7	5.7	14.3	0.0	1.5	3.3	0.0	0.0	0.9	Bay Area		
Reasonable	35.9	64.1	19.9	80.1	7.7	7.0	3.4	0.4	0.1	1.3	10.00	3.6	6.4	2.0	8.0	0.8	0.7	0.3	0.0	0.0	0.1	National		
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis		
Reasonable	34.2	65.8	36.0	64.0	9.1	7.0	16.2	0.0	0.0	3.7	20.00	6.8	13.2	7.2	12.8	1.8	1.4	3.2	0.0	0.0	0.7	Employee Zipcode Analysis		
Internal Factors																								
Feeders	85.7	14.3	57.1	42.9	0.0	0.0	28.6	0.0	14.3	14.3	30.00	25.7	4.3	17.1	12.9	0.0	0.0	8.6	0.0	4.3	4.3	Feeders		
Final Availability (%)												100.00	42.5	37.5	32.0	48.0	2.6	3.6	15.4	0.0	4.3	6.1		

Affirmative Action Plan
2021 Affirmative Action Plan
Availability Analysis

Snapshot Date: 10/31/2020
Plan Date: 01/01/2021

Job Group: H7 - ADM. SUPPORT LEVEL II

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+		
External Factors																								
Local	46.3	53.8	66.9	33.1	18.8	22.5	25.6	0.0	0.0	0.0	20.00	9.3	10.8	13.4	6.6	3.8	4.5	5.1	0.0	0.0	0.0	0.0	Bay Area	
Reasonable	46.4	53.6	21.6	78.4	8.3	7.9	3.8	0.4	0.1	1.1	10.00	4.6	5.4	2.2	7.8	0.8	0.8	0.4	0.0	0.0	0.1	0.1	National	
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis	
Reasonable	47.8	52.2	58.9	41.1	13.4	17.3	25.7	0.0	1.7	0.9	20.00	9.6	10.4	11.8	8.2	2.7	3.5	5.1	0.0	0.3	0.2	0.2	Employee Zipcode Analysis	
Internal Factors																								
Feeders	24.7	75.3	76.8	23.2	5.4	12.8	53.0	0.2	0.2	5.2	30.00	7.4	22.6	23.0	7.0	1.6	3.8	15.9	0.1	0.1	1.5	1.5	Feeders	
Final Availability (%)												100.00	30.9	49.1	50.3	29.7	8.9	12.6	26.5	0.1	0.4	1.8		

Affirmative Action Plan
2021 Affirmative Action Plan
Availability Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: H8 - MAINTENANCE AND OPERATIONS

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+		
External Factors																								
Local	84.8	15.2	81.1	18.9	10.7	28.7	36.3	0.7	0.9	3.9	20.00	17.0	3.0	16.2	3.8	2.1	5.7	7.3	0.1	0.2	0.8	Bay Area		
Reasonable	78.9	21.1	41.5	58.5	16.9	19.3	2.6	0.8	0.3	1.6	10.00	7.9	2.1	4.2	5.8	1.7	1.9	0.3	0.1	0.0	0.2	National		
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis		
Reasonable	82.3	17.7	76.6	23.4	10.8	35.4	25.3	0.4	1.3	3.4	20.00	16.5	3.5	15.3	4.7	2.2	7.1	5.1	0.1	0.3	0.7	Employee Zipcode Analysis		
Internal Factors																								
Feeders	83.3	16.7	66.7	33.3	0.0	16.7	50.0	0.0	0.0	0.0	30.00	25.0	5.0	20.0	10.0	0.0	5.0	15.0	0.0	0.0	0.0	Feeders		
Final Availability (%)												100.00	66.3	13.7	55.7	24.3	6.0	19.8	27.6	0.3	0.5	1.6		

Affirmative Action Plan
2021 Affirmative Action Plan
Availability Analysis

Snapshot Date: 10/31/2020
Plan Date: 01/01/2021

Job Group: I1 - HEALTH CARE

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+		
External Factors																								
Local	30.9	69.1	49.6	50.4	5.6	22.0	19.6	0.0	0.0	2.5	20.00	6.2	13.8	9.9	10.1	1.1	4.4	3.9	0.0	0.0	0.5	Bay Area		
Reasonable	38.4	61.6	27.6	72.4	10.8	7.5	7.0	0.7	0.1	1.5	10.00	3.8	6.2	2.8	7.2	1.1	0.8	0.7	0.1	0.0	0.2	National		
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis		
Reasonable	32.9	67.1	49.6	50.4	6.1	17.9	23.2	0.0	0.2	2.1	20.00	6.6	13.4	9.9	10.1	1.2	3.6	4.6	0.0	0.0	0.4	Employee Zipcode Analysis		
Internal Factors																								
Feeders	12.0	88.0	60.0	40.0	0.0	8.0	48.0	0.0	0.0	4.0	30.00	3.6	26.4	18.0	12.0	0.0	2.4	14.4	0.0	0.0	1.2	Feeders		
Final Availability (%)												100.00	20.2	59.8	40.6	39.4	3.4	11.1	23.7	0.1	0.1	2.3		

Affirmative Action Plan
2021 Affirmative Action Plan
Availability Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: I2 - HEALTH CARE

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+		
External Factors																								
Local	9.8	90.2	74.8	25.2	11.7	33.8	24.6	1.8	0.5	2.5	20.00	2.0	18.0	15.0	5.0	2.3	6.8	4.9	0.4	0.1	0.5	Bay Area		
Reasonable	6.1	93.9	43.3	56.7	13.6	23.2	4.1	0.5	0.3	1.6	10.00	0.6	9.4	4.3	5.7	1.4	2.3	0.4	0.1	0.0	0.2	National		
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis		
Reasonable	7.2	92.8	75.1	24.9	9.2	36.4	24.4	1.1	2.0	2.2	20.00	1.4	18.6	15.0	5.0	1.8	7.3	4.9	0.2	0.4	0.4	Employee Zipcode Analysis		
Internal Factors																								
Feeders	28.6	71.4	85.7	14.3	0.0	0.0	85.7	0.0	0.0	0.0	30.00	8.6	21.4	25.7	4.3	0.0	0.0	25.7	0.0	0.0	0.0	Feeders		
Final Availability (%)											100.00	12.6	67.4	60.0	20.0	5.5	16.4	35.9	0.6	0.5	1.1			

Affirmative Action Plan
2021 Affirmative Action Plan
Availability Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: J1 - FACULTY

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+		
External Factors																								
Local	51.0	49.0	33.0	67.0	2.5	8.8	19.2	0.0	0.2	2.3	20.00	10.2	9.8	6.6	13.4	0.5	1.8	3.8	0.0	0.0	0.5	0.5	Bay Area	
Reasonable	52.0	48.0	25.2	74.8	6.1	5.4	11.7	0.3	0.1	1.7	10.00	5.2	4.8	2.5	7.5	0.6	0.5	1.2	0.0	0.0	0.2	0.2	National	
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis	
Reasonable	51.2	48.8	34.5	65.5	3.5	7.9	19.7	0.1	0.3	3.1	20.00	10.2	9.8	6.9	13.1	0.7	1.6	3.9	0.0	0.1	0.6	0.6	Employee Zipcode Analysis	
Internal Factors																								
Feeders	37.7	62.3	41.0	59.0	6.6	1.6	31.1	1.6	0.0	0.0	30.00	11.3	18.7	12.3	17.7	2.0	0.5	9.3	0.5	0.0	0.0	0.0	Feeders	
Final Availability (%)												100.00	37.0	43.0	28.3	51.7	3.8	4.4	18.3	0.5	0.1	1.3		

Affirmative Action Plan
2021 Affirmative Action Plan
Availability Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: J2 - FACULTY

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+		
External Factors																								
Local	51.0	49.0	33.0	67.0	2.5	8.8	19.2	0.0	0.2	2.3	20.00	10.2	9.8	6.6	13.4	0.5	1.8	3.8	0.0	0.0	0.5	Bay Area		
Reasonable	52.0	48.0	25.2	74.8	6.1	5.4	11.7	0.3	0.1	1.7	10.00	5.2	4.8	2.5	7.5	0.6	0.5	1.2	0.0	0.0	0.2	National		
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis		
Reasonable	51.2	48.8	34.5	65.5	3.5	7.9	19.7	0.1	0.3	3.1	20.00	10.2	9.8	6.9	13.1	0.7	1.6	3.9	0.0	0.1	0.6	Employee Zipcode Analysis		
Internal Factors																								
Feeders	44.2	55.8	42.2	57.8	6.6	8.8	23.4	1.2	0.5	1.8	30.00	13.2	16.8	12.7	17.3	2.0	2.6	7.0	0.3	0.2	0.5	Feeders		
Final Availability (%)												100.00	38.9	41.1	28.7	51.3	3.8	6.5	16.0	0.4	0.3	1.8		

Affirmative Action Plan
2021 Affirmative Action Plan
Availability Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: M1 - LIBRARIAN INSTRUCTNAL SUPPORT

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+		
External Factors																								
Local	42.0	58.0	35.6	64.4	4.9	15.4	14.7	0.0	0.0	0.6	20.00	8.4	11.6	7.1	12.9	1.0	3.1	2.9	0.0	0.0	0.1	Bay Area		
Reasonable	16.4	83.6	15.7	84.3	5.7	4.4	3.8	0.4	0.0	1.4	10.00	1.6	8.4	1.6	8.4	0.6	0.4	0.4	0.0	0.0	0.1	National		
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis		
Reasonable	28.1	71.9	30.2	69.8	3.5	11.1	14.2	0.4	0.0	1.1	20.00	5.6	14.4	6.0	14.0	0.7	2.2	2.8	0.1	0.0	0.2	Employee Zipcode Analysis		
Internal Factors																								
Feeders	31.8	68.2	13.6	86.4	0.0	4.5	9.1	0.0	0.0	0.0	30.00	9.5	20.5	4.1	25.9	0.0	1.4	2.7	0.0	0.0	0.0	Feeders		
Final Availability (%)												100.00	25.2	54.8	18.8	61.2	2.3	7.1	8.9	0.1	0.0	0.5		

**Affirmative Action Plan
2021 Affirmative Action Plan
Availability Analysis**

Snapshot Date: 10/31/2020
Plan Date: 01/01/2021

Job Group: M2 - RESRCH & DATA SUPPORT LEVEL I

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+		
External Factors																								
Local	43.1	56.9	70.7	29.3	3.4	5.2	53.4	0.0	0.0	8.6	20.00	8.6	11.4	14.1	5.9	0.7	1.0	10.7	0.0	0.0	1.7	Bay Area		
Reasonable	23.9	76.1	26.5	73.5	9.1	8.7	6.0	0.6	0.2	2.0	10.00	2.4	7.6	2.7	7.3	0.9	0.9	0.6	0.1	0.0	0.2	National		
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis		
Reasonable	39.2	60.8	61.8	38.2	3.4	15.8	35.5	0.0	0.0	7.1	20.00	7.8	12.2	12.4	7.6	0.7	3.2	7.1	0.0	0.0	1.4	Employee Zipcode Analysis		
Internal Factors																								
Feeders	45.0	55.0	55.0	45.0	0.0	20.0	35.0	0.0	0.0	0.0	30.00	13.5	16.5	16.5	13.5	0.0	6.0	10.5	0.0	0.0	0.0	Feeders		
Final Availability (%)												100.00	32.3	47.7	45.7	34.3	2.3	11.1	28.9	0.1	0.0	3.3		

Affirmative Action Plan
2021 Affirmative Action Plan
Availability Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: O1 - ADM. SUPPORT LEVEL II

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+		
External Factors																								
Local	34.8	65.2	51.2	48.8	7.3	19.5	20.3	0.0	0.1	4.0	20.00	7.0	13.0	10.2	9.8	1.5	3.9	4.1	0.0	0.0	0.8	Bay Area		
Reasonable	31.1	68.9	33.5	66.5	19.0	9.1	2.5	0.8	0.2	1.8	10.00	3.1	6.9	3.3	6.7	1.9	0.9	0.3	0.1	0.0	0.2	National		
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis		
Reasonable	32.5	67.5	50.4	49.6	11.3	19.7	15.5	0.1	0.2	3.6	20.00	6.5	13.5	10.1	9.9	2.3	3.9	3.1	0.0	0.0	0.7	Employee Zipcode Analysis		
Internal Factors																								
Feeders	32.2	67.8	71.7	28.3	11.1	20.5	37.6	0.3	0.5	1.8	30.00	9.6	20.4	21.5	8.5	3.3	6.2	11.3	0.1	0.1	0.5	Feeders		
Final Availability (%)												100.00	26.2	53.8	45.2	34.8	9.0	14.9	18.7	0.2	0.2	2.2		

**Affirmative Action Plan
2021 Affirmative Action Plan
Availability Analysis**

Snapshot Date: 10/31/2020
Plan Date: 01/01/2021

Job Group: O2 - ATHLETIC INSTRUCTIONAL SUPPORT

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+		
External Factors																								
Local	52.9	47.1	42.4	57.6	6.8	16.5	17.2	0.0	0.0	1.9	20.00	10.6	9.4	8.5	11.5	1.4	3.3	3.4	0.0	0.0	0.4	Bay Area		
Reasonable	62.9	37.1	23.0	77.0	9.4	7.8	3.0	0.6	0.1	2.0	10.00	6.3	3.7	2.3	7.7	0.9	0.8	0.3	0.1	0.0	0.2	National		
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis		
Reasonable	54.6	45.4	42.6	57.4	6.5	18.2	14.6	0.1	0.2	3.1	20.00	10.9	9.1	8.5	11.5	1.3	3.6	2.9	0.0	0.0	0.6	Employee Zipcode Analysis		
Internal Factors																								
Feeders	55.6	44.4	55.6	44.4	11.1	22.2	0.0	11.1	0.0	11.1	30.00	16.7	13.3	16.7	13.3	3.3	6.7	0.0	3.3	0.0	3.3	Feeders		
Final Availability (%)												100.00	44.4	35.6	36.0	44.0	6.9	14.4	6.7	3.4	0.0	4.5		

Affirmative Action Plan
2021 Affirmative Action Plan
Availability Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: P1 - ADM. SUPPORT LEVEL II

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+		
External Factors																								
Local	56.4	43.6	40.3	59.7	3.2	11.8	13.7	0.5	0.1	11.0	20.00	11.3	8.7	8.1	11.9	0.6	2.4	2.7	0.1	0.0	2.2	Bay Area		
Reasonable	45.5	54.5	29.7	70.3	8.8	13.4	5.1	0.7	0.2	1.6	10.00	4.6	5.4	3.0	7.0	0.9	1.3	0.5	0.1	0.0	0.2	National		
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis		
Reasonable	50.8	49.2	47.8	52.2	3.1	17.7	19.9	0.3	0.7	6.1	20.00	10.2	9.8	9.6	10.4	0.6	3.5	4.0	0.1	0.1	1.2	Employee Zipcode Analysis		
Internal Factors																								
Feeders	55.2	44.8	53.8	46.2	11.1	10.6	30.7	0.0	0.0	1.4	30.00	16.6	13.4	16.1	13.9	3.3	3.2	9.2	0.0	0.0	0.4	Feeders		
Final Availability (%)												100.00	42.6	37.4	36.7	43.3	5.5	10.4	16.4	0.2	0.2	4.0		

Affirmative Action Plan
2021 Affirmative Action Plan
Availability Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: R1 - ADMINISTRATOR I

FACTOR	Raw (%)											Fctr	Weighted (%)											SOURCE
	M	F	MIN	W	AA	H	A	NA	PI	2+	Wght		M	F	MIN	W	AA	H	A	NA	PI	2+		
External Factors																								
Local	57.1	42.9	28.6	71.4	0.9	5.9	19.1	0.0	0.0	2.7	20.00	11.4	8.6	5.7	14.3	0.2	1.2	3.8	0.0	0.0	0.5	Bay Area		
Reasonable	70.8	29.2	19.0	81.0	5.9	7.3	4.0	0.4	0.1	1.3	10.00	7.1	2.9	1.9	8.1	0.6	0.7	0.4	0.0	0.0	0.1	National		
Reasonable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Applicants Zipcode Analysis		
Reasonable	61.4	38.6	33.8	66.2	2.5	8.7	19.2	0.1	0.2	3.1	20.00	12.3	7.7	6.8	13.2	0.5	1.7	3.8	0.0	0.0	0.6	Employee Zipcode Analysis		
Internal Factors																								
Feeders	45.9	54.1	51.7	48.3	9.1	13.4	26.8	1.0	1.0	0.5	30.00	13.8	16.2	15.5	14.5	2.7	4.0	8.0	0.3	0.3	0.1	Feeders		
Final Availability (%)											100.00	44.6	35.4	29.9	50.1	4.0	7.7	16.1	0.4	0.3	1.4			

Affirmative Action Plan
2021 Affirmative Action Plan
ZIP Code Analysis

Snapshot Date: 10/31/2020

Plan Date: 01/01/2021

Data Used: Employee

Included Areas:

County/County Set	Count	Weight	Cut-Off Weight
San Francisco, California	1,332	41.05	47.81
San Mateo, California	645	19.88	23.15
Alameda, California	563	17.35	20.21
Contra Costa, California	246	7.58	8.83
Total:	2,786	85.86	100.00

Excluded Areas:

County/County Set	Count	Weight	Cut-Off Weight
Santa Clara, California	106	3.27	0.00
Marin, California	102	3.14	0.00
Sonoma, California	51	1.57	0.00
Solano, California	31	0.96	0.00
Sacramento, California	22	0.68	0.00
Los Angeles, California	21	0.65	0.00
San Joaquin, California	14	0.43	0.00
Santa Cruz, California	13	0.40	0.00
Orange, California	8	0.25	0.00
Napa, California	8	0.25	0.00
Yolo, California	6	0.18	0.00
San Diego, California	5	0.15	0.00
Fresno, California	4	0.12	0.00
Riverside, California	4	0.12	0.00
Monterey, California	4	0.12	0.00
Arapahoe, Colorado	3	0.09	0.00
Maricopa, Arizona	3	0.09	0.00

Affirmative Action Plan
2021 Affirmative Action Plan
ZIP Code Analysis

Snapshot Date: 10/31/2020

Plan Date: 01/01/2021

Data Used: Employee

Excluded Areas:

County/County Set	Count	Weight	Cut-Off Weight
Stanislaus, California	3	0.09	0.00
Multnomah, Oregon	2	0.06	0.00
El Dorado, California	2	0.06	0.00
Bexar+Wilson, Texas	2	0.06	0.00
Boulder, Colorado	2	0.06	0.00
Middlesex, Massachusetts	2	0.06	0.00
Shasta, California	2	0.06	0.00
Philadelphia, Pennsylvania	2	0.06	0.00
Fairfax (county)+Fairfax (city)+Falls Church (city), Virginia	2	0.06	0.00
Ventura, California	2	0.06	0.00
New Castle, Delaware	1	0.03	0.00
Washoe, Nevada	1	0.03	0.00
Dane, Wisconsin	1	0.03	0.00
San Luis Obispo, California	1	0.03	0.00
Collin, Texas	1	0.03	0.00
Puerto Rico	1	0.03	0.00
Pima+Santa Cruz, Arizona	1	0.03	0.00
DuPage, Illinois	1	0.03	0.00
Cobb, Georgia	1	0.03	0.00
Rockingham, New Hampshire	1	0.03	0.00
Chatham, North Carolina	1	0.03	0.00
New Hanover, North Carolina	1	0.03	0.00
Montgomery, Pennsylvania	1	0.03	0.00
Travis, Texas	1	0.03	0.00
Lake, Indiana	1	0.03	0.00

Affirmative Action Plan
2021 Affirmative Action Plan
ZIP Code Analysis

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Data Used: Employee

Excluded Areas:

County/County Set	Count	Weight	Cut-Off Weight
Mendocino, California	1	0.03	0.00
Tompkins, New York	1	0.03	0.00
Monroe, New York	1	0.03	0.00
King, Washington	1	0.03	0.00
Placer, California	1	0.03	0.00
McLeod+Meeker+Sibley, Minnesota	1	0.03	0.00
Guilford, North Carolina	1	0.03	0.00
Mariposa+Tuolumne, California	1	0.03	0.00
Kings, New York	1	0.03	0.00
Suffolk, Massachusetts	1	0.03	0.00
Middlesex, New Jersey	1	0.03	0.00
Lubbock, Texas	1	0.03	0.00
Cook, Illinois	1	0.03	0.00
Richmond (city), Virginia	1	0.03	0.00
Flathead, Montana	1	0.03	0.00
Deschutes, Oregon	1	0.03	0.00
Colusa+Lake, California	1	0.03	0.00
Merced, California	1	0.03	0.00
Total:	459	14.14	0.00
Included and Excluded Total:		3,245	100.00

Affirmative Action Plan
2021 Affirmative Action Plan
Workforce Analysis Summary

Snapshot Date: 10/31/2020
Plan Date: 01/01/2021

Organizational Unit	Total				Male							Female						
	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+	W	AA	H	A	NA	PI	2+
Academic Affairs	2,335	971	1,364	1,076	572	61	91	223	8	6	10	687	88	156	386	13	7	27
Administration & Finance	521	280	241	435	63	19	68	128	1	0	1	23	12	44	157	2	1	2
College of Ethnic Studies	1	1	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0
Office of the President	106	34	72	83	7	6	9	11	0	1	0	16	9	10	33	0	1	3
Stdnt Affrs & Enroll Mgmt	207	96	111	136	34	11	15	35	1	0	0	37	7	24	38	1	1	3
University Advancement	44	15	29	22	9	0	2	4	0	0	0	13	2	2	10	1	0	1
University Enterprises	35	15	20	21	9	0	1	5	0	0	0	5	1	3	11	0	0	0
Total (#)	3,249	1,412	1,837	1,774	694	97	186	406	11	7	11	781	119	239	635	17	10	36
Total (%)		43.5	56.5	54.6	21.4	3.0	5.7	12.5	0.3	0.2	0.3	24.0	3.7	7.4	19.5	0.5	0.3	1.1

Affirmative Action Plan
2021 Affirmative Action Plan
Job Group Analysis Summary

Snapshot Date: 10/31/2020

Plan Date: 01/01/2021

Job Group	Total										
	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+
B2 - CRAFTS AND TRADES	33	33	0	17	16	2	12	3	0	0	0
B4 - MAINTENANCE AND OPERATIONS	38	38	0	35	3	2	19	14	0	0	0
B5 - CRAFTS AND TRADES	22	20	2	14	8	2	6	6	0	0	0
B6 - CRAFTS AND TRADES	1	1	0	1	0	0	0	1	0	0	0
C1 - CLERICAL LEVEL I	50	18	32	37	13	4	9	22	1	0	1
C3 - ADM. SUPPORT LEVEL II	9	3	6	7	2	3	0	4	0	0	0
C4 - CLERICAL LEVEL I	1	0	1	1	0	0	0	1	0	0	0
C6 - HEALTH CARE	2	0	2	2	0	1	0	1	0	0	0
E1 - MAINTENANCE AND OPERATIONS	151	47	104	151	0	2	40	108	1	0	0
E2 - ADMINISTRATOR II	39	28	11	30	9	0	14	16	0	0	0
E3 - PUBLIC SAFETY	3	2	1	2	1	0	0	2	0	0	0
F2 - RESRCH & DATA SUPPORT LEVEL II	26	20	6	14	12	1	1	11	1	0	0
F3 - RESRCH & DATA SUPPORT LEVEL I	106	74	32	71	35	6	11	51	0	3	0
F4 - TECHNICAL SUPPORT LEVEL I	1	1	0	1	0	1	0	0	0	0	0
G1 - EXECUTIVE	1	0	1	0	1	0	0	0	0	0	0
H1 - ADMINISTRATOR I	413	107	306	293	120	28	66	191	1	1	6
H2 - RESRCH & DATA SUPPORT LEVEL I	85	31	54	47	38	5	18	21	1	0	2
H3 - ADM. SUPPORT LEVEL I	25	8	17	24	1	0	3	21	0	0	0
H4 - RESRCH & DATA SUPPORT LEVEL I	3	0	3	3	0	0	0	3	0	0	0
H6 - RESRCH & DATA SUPPORT LEVEL I	7	6	1	4	3	0	0	2	0	1	1
H7 - ADM. SUPPORT LEVEL II	5	1	4	5	0	0	0	4	0	0	1
H8 - MAINTENANCE AND OPERATIONS	6	5	1	4	2	0	1	3	0	0	0

Affirmative Action Plan
2021 Affirmative Action Plan
Job Group Analysis Summary

Snapshot Date: 10/31/2020

Plan Date: 01/01/2021

Job Group	Total										
	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+
I1 - HEALTH CARE	25	3	22	15	10	0	2	12	0	0	1
I2 - HEALTH CARE	7	2	5	6	1	0	0	6	0	0	0
J1 - FACULTY	61	23	38	25	36	4	1	19	1	0	0
J2 - FACULTY	1,644	726	918	694	950	108	144	385	19	9	29
M1 - LIBRARIAN INSTRUCTNAL SUPPORT	22	7	15	3	19	0	1	2	0	0	0
M2 - RESRCH & DATA SUPPORT LEVEL I	20	9	11	11	9	0	4	7	0	0	0
O1 - ADM. SUPPORT LEVEL II	159	54	105	114	45	21	36	53	0	1	3
O2 - ATHLETIC INSTRUCTIONAL SUPPORT	9	5	4	5	4	1	2	0	1	0	1
P1 - ADM. SUPPORT LEVEL II	66	44	22	30	36	6	7	16	0	0	1
R1 - ADMINISTRATOR I	209	96	113	108	101	19	28	56	2	2	1
Total (#)	3,249	1,412	1,837	1,774	1,475	216	425	1,041	28	17	47
Total (%)		43.5	56.5	54.6	45.4	6.6	13.1	32.0	0.9	0.5	1.4

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: B2 - CRAFTS AND TRADES

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	3	0	13	16	1	0	1	0	0	0	1	0	1
Afr. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown (Race)	20	2	5	27									
Total	23	2	18	43	1	0	1	0	0	0	1	0	1
Total Minority	0	0	0	0	0	0	0	0	0	0	0	0	0

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: B4 - MAINTENANCE AND OPERATIONS

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	2	0	6	8	0	0	0	0	0	0	1	0	1
Afr. Amer.	0	0	0	0	0	0	0	0	0	0	1	0	1
Hispanic	0	0	0	0	2	0	2	0	0	0	3	0	3
Asian	0	0	0	0	1	0	1	0	0	0	1	0	1
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown (Race)	13	4	0	17									
Total	15	4	6	25	3	0	3	0	0	0	6	0	6
Total Minority	0	0	0	0	3	0	3	0	0	0	5	0	5

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: B5 - CRAFTS AND TRADES

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	3	0	10	13	1	0	1	1	0	1	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown (Race)	32	1	3	36									
Total	35	1	13	49	1	0	1	1	0	1	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0	0	0	0	0

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	1	0	1
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	1	0	1
Total Minority	0	0	0	0	0	0	0	0	0

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: B6 - CRAFTS AND TRADES

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown (Race)	0	0	0	0									
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0	0	0	0	0

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: C1 - CLERICAL LEVEL I

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	11	7	20	38	1	4	5	0	0	0	1	0	1
Afr. Amer.	0	0	0	0	0	1	1	0	0	0	0	0	0
Hispanic	0	0	0	0	0	2	2	0	0	0	0	2	2
Asian	0	0	0	0	2	7	9	0	0	0	0	3	3
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	1	1	0	0	0	0	0	0
Unknown (Race)	42	68	8	118									
Total	53	75	28	156	3	15	18	0	0	0	1	5	6
Total Minority	0	0	0	0	2	11	13	0	0	0	0	5	5

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	1	1	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	1	1	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: C3 - ADM. SUPPORT LEVEL II

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	4	2	7	13	2	0	2	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	1	1	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0	0	1	0	1
Asian	0	0	0	0	1	0	1	0	0	0	0	1	1
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown (Race)	16	21	1	38									
Total	20	23	8	51	3	1	4	0	0	0	1	1	2
Total Minority	0	0	0	0	1	1	2	0	0	0	1	1	2

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	1	1	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	1	1	0	0	0	0	0	0
Total Minority	0	1	1	0	0	0	0	0	0

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: C4 - CLERICAL LEVEL I

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	1	1	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown (Race)	0	0	0	0									
Total	0	0	0	0	0	1	1	0	0	0	0	0	0
Total Minority	0	0	0	0	0	1	1	0	0	0	0	0	0

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: C6 - HEALTH CARE

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown (Race)	0	0	0	0									
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0	0	0	0	0

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: E1 - MAINTENANCE AND OPERATIONS

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	1	7	29	37	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	7	7	0	0	0	0	1	1
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown (Race)	19	24	4	47									
Total	20	31	33	84	0	7	7	0	0	0	0	1	1
Total Minority	0	0	0	0	0	7	7	0	0	0	0	1	1

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: E2 - ADMINISTRATOR II

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	6	0	3	9	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0	0	2	0	2
Hispanic	0	0	0	0	1	6	7	0	0	0	0	2	2
Asian	0	0	0	0	3	2	5	0	0	0	2	0	2
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown (Race)	31	5	2	38									
Total	37	5	5	47	4	8	12	0	0	0	4	2	6
Total Minority	0	0	0	0	4	8	12	0	0	0	4	2	6

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: E3 - PUBLIC SAFETY

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown (Race)	0	0	0	0									
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0	0	0	0	0

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: F2 - RESRCH & DATA SUPPORT LEVEL II

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	1	0	3	4	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown (Race)	3	1	4	8									
Total	4	1	7	12	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0	0	0	0	0

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: F3 - RESRCH & DATA SUPPORT LEVEL I

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	20	12	47	79	0	1	1	0	0	0	3	1	4
Afr. Amer.	0	0	0	0	2	1	3	0	0	0	0	0	0
Hispanic	0	0	0	0	1	0	1	0	0	0	0	0	0
Asian	0	0	0	0	0	4	4	0	0	0	0	1	1
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	1	1	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown (Race)	146	95	22	263									
Total	166	107	69	342	3	7	10	0	0	0	3	2	5
Total Minority	0	0	0	0	3	6	9	0	0	0	0	1	1

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	1	0	1
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	1	0	1
Total Minority	0	0	0	0	0	0	1	0	1

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: F4 - TECHNICAL SUPPORT LEVEL I

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown (Race)	0	0	0	0									
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0	0	0	0	0

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: G1 - EXECUTIVE

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown (Race)	0	0	0	0									
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0	0	0	0	0

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: H1 - ADMINISTRATOR I

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	65	52	98	215	7	16	23	1	0	1	0	6	6
Afr. Amer.	0	0	0	0	4	6	10	0	0	0	0	0	0
Hispanic	0	0	0	0	8	7	15	1	0	1	1	3	4
Asian	0	0	0	0	6	9	15	0	0	0	1	4	5
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	1	1
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	3	3	0	0	0	0	1	1
Unknown (Race)	284	533	68	885									
Total	349	585	166	1100	25	41	66	2	0	2	2	15	17
Total Minority	0	0	0	0	18	25	43	1	0	1	2	9	11

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	1	1	0	0	0
Afr. Amer.	0	0	0	0	0	0	1	0	1
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	1	1	0	2	2
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	1	1	0	0	0	0	0	0
Total	0	1	1	0	2	2	1	2	3
Total Minority	0	1	1	0	1	1	1	2	3

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: H2 - RESRCH & DATA SUPPORT LEVEL I

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	2	1	0	3	11	28	39	0	0	0	0	2	2
Afr. Amer.	0	0	0	0	3	3	6	0	0	0	0	0	0
Hispanic	0	0	0	0	8	19	27	0	0	0	0	0	0
Asian	0	0	0	0	5	10	15	0	0	0	2	1	3
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	2	2	0	0	0	0	0	0
Unknown (Race)	4	14	0	18									
Total	6	15	0	21	27	62	89	0	0	0	2	3	5
Total Minority	0	0	0	0	16	34	50	0	0	0	2	1	3

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: H3 - ADM. SUPPORT LEVEL I

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	3	5	5	13	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	2	2	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown (Race)	17	22	3	42									
Total	20	27	8	55	0	2	2	0	0	0	0	0	0
Total Minority	0	0	0	0	0	2	2	0	0	0	0	0	0

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: H4 - RESRCH & DATA SUPPORT LEVEL I

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown (Race)	0	0	0	0									
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0	0	0	0	0

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: H6 - RESRCH & DATA SUPPORT LEVEL I

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	4	7	19	30	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	1	0	1	0	0	0	0	0	0
Unknown (Race)	41	65	12	118									
Total	45	72	31	148	1	0	1	0	0	0	0	0	0
Total Minority	0	0	0	0	1	0	1	0	0	0	0	0	0

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: H7 - ADM. SUPPORT LEVEL II

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	1	1	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown (Race)	0	0	0	0									
Total	0	0	0	0	0	1	1	0	0	0	0	0	0
Total Minority	0	0	0	0	0	1	1	0	0	0	0	0	0

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: H8 - MAINTENANCE AND OPERATIONS

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	1	0	1	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown (Race)	0	0	0	0									
Total	0	0	0	0	1	0	1	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0	0	0	0	0

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: I1 - HEALTH CARE

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	1	1	2	4	0	3	3	0	0	0	0	3	3
Afr. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	4	4	0	1	1	0	2	2
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	1	1	0	0	0	0	0	0
Unknown (Race)	2	11	2	15									
Total	3	12	4	19	0	8	8	0	1	1	0	5	5
Total Minority	0	0	0	0	0	5	5	0	1	1	0	2	2

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: I2 - HEALTH CARE

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	1	9	10	0	0	0	0	0	0	0	1	1
Afr. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0	0	1	1	2
Asian	0	0	0	0	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown (Race)	5	20	5	30									
Total	5	21	14	40	0	0	0	0	0	0	1	2	3
Total Minority	0	0	0	0	0	0	0	0	0	0	1	1	2

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: J1 - FACULTY

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	4	2	6	1	6	7	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	1	0	1	0	0	0
Asian	0	0	0	0	1	2	3	1	0	1	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown (Race)	0	0	0	0									
Total	0	0	0	0	5	4	9	3	6	9	0	0	0
Total Minority	0	0	0	0	1	2	3	2	0	2	0	0	0

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	1	1	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	1	1	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: J2 - FACULTY

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	202	299	501	2	0	2	16	14	30
Afr. Amer.	0	0	0	0	34	61	95	0	0	0	2	5	7
Hispanic	0	0	0	0	47	61	108	2	0	2	2	4	6
Asian	0	0	0	0	94	157	251	0	0	0	4	5	9
Nat. Amer.	0	0	0	0	6	6	12	0	0	0	0	2	2
NHOPI	0	0	0	0	2	3	5	0	1	1	0	0	0
Two or More	0	0	0	0	9	15	24	0	0	0	0	0	0
Unknown (Race)	0	0	0	0									
Total	0	0	0	0	394	602	996	4	1	5	24	30	54
Total Minority	0	0	0	0	192	303	495	2	1	3	8	16	24

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	1	1	0	0	0	8	18	26
Afr. Amer.	0	0	0	0	0	0	1	1	2
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	4	4	8
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	2	2
Total	0	1	1	0	0	0	13	25	38
Total Minority	0	0	0	0	0	0	5	7	12

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: M1 - LIBRARIAN INSTRUCTNAL SUPPORT

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	2	5	7	0	0	0	0	1	1
Afr. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	1	1	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown (Race)	0	0	0	0									
Total	0	0	0	0	2	6	8	0	0	0	0	1	1
Total Minority	0	0	0	0	0	1	1	0	0	0	0	0	0

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: M2 - RESRCH & DATA SUPPORT LEVEL I

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	10	0	8	18	0	0	0	0	0	0	0	1	1
Afr. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown (Race)	18	47	7	72									
Total	28	47	15	90	0	0	0	0	0	0	0	1	1
Total Minority	0	0	0	0	0	0	0	0	0	0	0	0	0

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: O1 - ADM. SUPPORT LEVEL II

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	31	38	103	172	2	7	9	0	1	1	2	3	5
Afr. Amer.	0	0	0	0	3	2	5	0	0	0	1	1	2
Hispanic	0	0	0	0	2	10	12	0	0	0	3	3	6
Asian	0	0	0	0	4	5	9	0	0	0	2	0	2
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	2	2	0	0	0	1	1	2
Unknown (Race)	263	445	60	768									
Total	294	483	163	940	11	26	37	0	1	1	9	8	17
Total Minority	0	0	0	0	9	19	28	0	0	0	7	5	12

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	1	1	0	0	0
Total	0	0	0	0	1	1	0	0	0
Total Minority	0	0	0	0	1	1	0	0	0

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: O2 - ATHLETIC INSTRUCTIONAL SUPPORT

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	1	2	3	0	0	0	0	1	1
Afr. Amer.	0	0	0	0	1	0	1	0	0	0	0	0	0
Hispanic	0	0	0	0	2	0	2	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	1	1	0	0	0	0	0	0
Unknown (Race)	0	0	0	0									
Total	0	0	0	0	4	3	7	0	0	0	0	1	1
Total Minority	0	0	0	0	3	1	4	0	0	0	0	0	0

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: P1 - ADM. SUPPORT LEVEL II

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	1	0	3	4	10	3	13	0	0	0	2	2	4
Afr. Amer.	0	0	0	0	0	1	1	0	0	0	0	0	0
Hispanic	0	0	0	0	0	4	4	0	0	0	1	0	1
Asian	0	0	0	0	2	4	6	0	0	0	0	1	1
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	2	0	2	0	0	0	0	0	0
Unknown (Race)	3	3	0	6									
Total	4	3	3	10	14	12	26	0	0	0	3	3	6
Total Minority	0	0	0	0	4	9	13	0	0	0	1	1	2

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0

Affirmative Action Plan
2021 Affirmative Action Plan
Personnel Transactions Summary

Snapshot Date: 10/31/2020
 Plan Date: 01/01/2021

Job Group: R1 - ADMINISTRATOR I

Transaction Dates: 01/01/2020 To 12/31/2020

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	15	22	67	104	4	2	6	0	1	1	5	7	12
Afr. Amer.	0	0	0	0	0	0	0	1	0	1	3	3	6
Hispanic	0	0	0	0	1	2	3	0	0	0	0	2	2
Asian	0	0	0	0	2	3	5	2	0	2	1	1	2
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown (Race)	242	239	50	531									
Total	257	261	117	635	7	7	14	3	1	4	9	13	22
Total Minority	0	0	0	0	3	5	8	3	0	3	4	6	10

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0