EXECUTIVE ORDER 11246 AFFIRMATIVE ACTION PLAN (AAP)

FOR

CALIFORNIA STATE UNIVERSITY, DOMINGUEZ HILLS
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November 1, 2022 - October 31, 2023

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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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CSU Dominguez Hills 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 President of CSU Dominguez Hills 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 University. 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.
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PART I: AFFIRMATIVE ACTION PLAN FOR MINORITIES AND WOMEN

FOR

NOVEMBER 1, 2022 - OCTOBER 31, 2023
**PART I**

**AAP FOR MINORITIES AND WOMEN**

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PART I: AAP FOR MINORITIES AND WOMEN

CHAPTER 1: DESIGNATION OF RESPONSIBILITY
41 C.F.R. § 60-2.17(a)

As part of its efforts to ensure equal employment opportunity to all individuals, CSU Dominguez Hills has designated the following personnel for designing and ensuring the effective implementation of CSU Dominguez Hills’ Affirmative Action Programs.

President

Dr. Thomas A. Parham, President has primary responsibility and accountability for ensuring equal employment opportunity and implementing the AAP. This role includes, but is not limited to, the following duties:

1. Designating appropriate personnel with the responsibility for overseeing, administering, implementing, and monitoring CSU Dominguez Hills' AAP. Ensure that these personnel are identified in writing by name and job title.

2. Ensuring 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. Imparting the personal direction that ensures total involvement and commitment to equal employment opportunity programs through CSU Dominguez Hills' AAP.

Associate Vice President, Human Resources

The President has assigned primary management and accountability for ensuring full compliance with the plan to the Associate Vice President, Human Resources, an official of the University.

The Associate Vice President, Human Resources, through the department managers and supervisors, that all relevant policies and procedures are adhered to. Responsibilities include, but are not limited to, the following:

1. Ensuring that CSU Dominguez Hills adheres to the stated policy of equal employment opportunity and monitors the application of equal employment opportunity policies.

2. Ensuring that the AAP is reviewed and updated annually in accordance with CSU Dominguez Hills' stated policy.

3. Participating in periodic discussions with management, supervision, and all other employed personnel to ensure AAP and equal employment opportunity policies are being followed.

4. Reviewing the qualifications of all employees to ensure equitable opportunity,
based on job-related employment practices, is given to all for transfers and promotions.

5. Conducting 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. Periodically analyzing applicant flow to determine the mix of persons applying for employment by race/ethnic origin and gender.

7. Ensuring that recruitment advertising is placed in minority and female-oriented publications, as applicable.

8. Reviewing job descriptions and specifications to ensure they are free of discriminatory provisions and artificial barriers. Ensuring that all requirements are job related, realistic, and reflect the actual work requirements of the essential job duties.

9. Developing, implementing, and maintaining 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.

10. Advising management in the modification and development of CSU Dominguez Hills' policies to ensure the enhancement of equal employment opportunity for all employees and potential employees within existing equal employment opportunity guidelines.

11. Conducting periodic audits to ensure all required posters and those advertising CSU Dominguez Hills' equal employment opportunity policies and AAP are displayed and that CSU Dominguez Hills' equal employment opportunity and AAP policies are being thoroughly communicated.

12. Assisting in the review of University policies, procedures, and rules to ensure they are not in violation of federal or state laws and regulations.

13. Collaborating with the recently appointed Vice President and Chief Diversity, Equity and Inclusion Officer and the Executive Director of the Office of Equity and Inclusion in the review and implementation of the University’s action-oriented programs and activities.
Managers and Supervisors

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

1. Adhering to CSU policies that support equal opportunity and supporting and assisting the Associate Vice President, Human Resources, in developing, maintaining, and successfully implementing the AAP.

2. Assigning employees to significant jobs that might lead to greater personal growth and value and counseling them with respect to what is needed for potential upward mobility.

3. Ensuring that all interviews, offers of employment and/or wage commitments are consistent with CSU Dominguez Hills' policy.

4. Providing training and professional development opportunities equitably to all employees under their supervision consistent with AAP goals and objectives.

5. Assisting in identifying problem areas and providing needed information for establishing and meeting department affirmative action goals and objectives.
CHAPTER 2: IDENTIFICATION OF PROBLEM AREAS
41 C.F.R. § 60-2.17(b)

CSU Dominguez Hills performs in-depth analyses of its total employment process to determine whether and where impediments to equal employment opportunity might exist. At a minimum, CSU Dominguez Hills evaluates:

1. The workforce by organizational unit and AAP job group to determine whether there are problems of minority or female utilization (i.e., employment in the unit or AAP group), or of minority or female distribution (i.e., placement in the different jobs within the unit or AAP job group);

2. Personnel activity (applicant flow, hires, terminations, promotions, and other personnel actions) to determine whether there are selection disparities;

3. Compensation systems to determine whether there is gender-, race-, or ethnicity-based disparities;

4. Selection, recruitment, referral, and other personnel procedures to determine whether they result in disparities in the employment or advancement of minorities or women; and

5. Any other areas that might impact the success of the affirmative action program.

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 3 of this AAP.
CHAPTER 3: ACTION-ORIENTED PROGRAMS
41 C.F.R. § 60-2.17(c)

CSU Dominguez Hills 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 Associate Vice President, Human Resources, with the help of the managers, will be responsible in ensuring that the following are implemented.

Recruitment:

1. CSU Dominguez Hills 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 any job announcements through other media (e.g., newspapers, using other on-line job posting services such as Indeed.com, Monster.com, LinkedIn, etc.)

2. Due to the extensive technical education and experience required for some positions, CSU Dominguez Hills will also continue to place job opportunity announcements in CSU Dominguez Hills’ website, and in national newspaper when appropriate.

3. Job advertisements will always carry an appropriate EEO tagline.

4. Minority and female applicants will be considered for all positions for which they are qualified.

5. CSU Dominguez Hills will participate in job fairs if there are enough openings to warrant participation.

6. CSU Dominguez Hills will consider targeting universities based in part on the high-level of diversity of its student body.

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, sexual orientation, gender identity, disability, or veteran status.

3. Make available approved position specifications and worker specifications to all members of management involved in the recruiting, screening, selection, and promotion process. Copies may also be made available to recruiting sources.

4. CSU Dominguez Hills will continue to use only worker specifications that include job-related criteria.

5. CSU Dominguez Hills 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. CSU Dominguez Hills will continue to post or announce job opportunities. CSU Dominguez Hills’ Job Posting Policy System requires postings of all positions up to the Senior Management level.

3. Supervisory personnel will be required to submit justification when apparently qualified minority or female employees are passed over for upgrading.

4. All employees are actively encouraged to participate in University activities and attend sponsored social and recreational activities.

5. Consistent with CSU Policy and the respective bargaining unit requirements, CSU Dominguez Hills will continue to use our formal employee performance evaluation programs. Performance Evaluations are used for annual reviews for all employees.

6. Consistent with CSU Policy and the respective bargaining unit requirements, tuition reimbursement is available to CSU Dominguez Hills’ employees.
CHAPTER 4: INTERNAL AUDIT AND REPORTING
41 C.F.R. § 60-2.17(d)

CSU Dominguez Hills’ auditing and reporting system periodically measures the effectiveness of its total affirmative action program. The Associate Vice President, 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 appropriate levels of management; and

4. Advises top management of program effectiveness and submit recommendations for improvement.
CALIFORNIA STATE UNIVERSITY, DOMINGUEZ HILLS

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

FOR

NOVEMBER 1, 2022 - OCTOBER 31, 2023
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 CSU Dominguez Hills 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. CSU Dominguez Hills 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, CSU Dominguez Hills 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 based on an individual's capacity to perform a particular job and the feasibility of any necessary job accommodation. CSU Dominguez Hills will make every effort to provide reasonable accommodations to any physical and mental limitations of individuals with disabilities and to disabled veterans.

1. 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:

   2. Filing a complaint;

   3. 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;

   4. 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

   5. 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. As President, CSU Dominguez Hills’ EEO policy and affirmative action obligations include my full support.

The Associate Vice President, Human Resources has been delegated as the person in charge of overseeing the annual preparation and implementation of the Affirmative Action Program. CSU Dominguez Hills 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 University-sponsored activities were extended to all employees and applicants.

CSU Dominguez Hills 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 CSU Dominguez Hills’ 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 CSU Dominguez Hills’ legal duty to furnish the information.

It is also CSU Dominguez Hills’ policy not to discriminate because of a person’s relationship or association with a protected veteran. This includes spouses and other family members. Also, CSU Dominguez Hills will safeguard the fair and equitable treatment of protected veteran spouses and family members regarding all employment actions and prohibit harassment of applicants and employees because of their relationship or association with a protected veteran.

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)

Thomas A. Parham, Ph.D.
President

11/1/2022
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 CSU Dominguez Hills’ examination and selection methods to identify barriers to employment, training, and promotion.

1. CSU Dominguez Hills 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. 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. CSU Dominguez Hills 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. CSU Dominguez Hills ensures that applicants and employees with disabilities have equal access to its personnel processes, including those implemented through information and communication technologies.

4. CSU Dominguez Hills provides reasonable accommodations, unless such accommodations will cause undue hardship to CSU Dominguez Hills, to applicants and employees with disabilities to ensure that equal employment opportunity are extended in the operation of its personnel processes.

5. CSU Dominguez Hills 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 CSU Dominguez Hills' physical and mental qualifications and requirements as they relate to employment, training, and promotion.

The University's physical and mental job requirements are reviewed to determine whether 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)

CSU Dominguez Hills 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 CSU Dominguez Hills’ electronic and/or online application systems. CSU Dominguez Hills 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. CSU Dominguez Hills will confidentially review performance issues of employees with known disabilities to determine whether a reasonable accommodation is needed when: (a) the employee is having significant difficulty with job performance, and (b) it is reasonable to conclude that the problem is related to the known disability.

Employees may notify their direct supervisor or contact the HR department at any time to formally request accommodation.

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

CSU Dominguez Hills has developed and implemented a set of procedures to ensure that its employees with disabilities and protected veterans are not harassed due to protected characteristics. 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.
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 University'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 Associate Vice President, Human Resources.

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 publications that primarily reach protected veterans and individuals with disabilities.

4. Provide information emphasizing job opportunities for protected veterans and individuals with disabilities to local educational institutions, public and private.

5. Inform recruiting sources, in writing and orally, of the University'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,
   a. executive and top management positions,
   b. positions that will be filled from within the contractor's organization,
   c. 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. Participate in veterans "job fairs" and work study programs with Veterans' Administration rehabilitation facilities and schools which specialize in training or educating protected veterans.

8. CSU Dominguez Hills will also grant leaves of absence to employees who participate in honor guards for the funeral of veterans.
To gain positive support and understanding for the affirmative action program for protected veterans and individuals with disabilities CSU Dominguez Hills will implement or continue to implement the following internal dissemination procedures, all of which are the responsibility of the Associate Vice President, Human Resources. The following policies and procedures are designed to foster support and understanding from CSU Dominguez Hills’ executive staff, management, supervisors, and other employees to encourage all employees to take the necessary actions to aid CSU Dominguez Hills in meeting its obligations.

1. 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.

2. Schedule training sessions for all employees involved in recruiting, selection, promotion, and other related employment issues for protected veterans and individuals with disabilities.

3. Discuss the policy thoroughly in both employee orientation and management training programs.

4. Include articles on accomplishments of protected veterans and workers with disabilities in University publications.

5. Post the policy on University bulletin boards, along with the University's harassment policy which includes protection from harassment on the basis of disability.

6. When employees are featured in employee handbooks or similar publications for employees, include employees with disabilities.
CSU Dominguez Hills has developed and currently implements an audit and reporting system that addresses the following:

1. Measures the effectiveness of CSU Dominguez Hills’ overall affirmative action program and whether CSU Dominguez Hills is in compliance with specific obligations.

2. Indicates the need for remedial action. Any corrective actions will be the responsibility of the Associate Vice President, Human Resources.

3. Measures the degree to which CSU Dominguez Hills’ objectives are being met.

4. Whether there are any undue hurdles for individuals with disabilities and protected veterans regarding University 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.

5. Ensures that outreach activities are documented and that such documents are kept for at least a period of three (3) years.
CHAPTER I: RESPONSIBILITY FOR IMPLEMENTATION
41 C.F.R. §§ 60-300.44(i); 60-741.44(i)

As part of its effort to ensure equal employment opportunity to protected veterans and individuals with disabilities, CSU Dominguez Hills has designated specific responsibilities to various staff to ensure the AAP focuses on all components of the employment system. To that end, the President, Associate Vice President, Human Resources, 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 CSU Dominguez Hills’ AAP. This person issues a memo annually to reaffirm the University's Equal Employment Opportunity Policy and to make known to Senior Management the commitment 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 University'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 CSU Dominguez Hills' AAP.

Associate Vice President, Human Resources

The Associate Vice President, Human Resources, is responsible for overall supervision of the AAP and ensures, through the department managers and supervisors, that all relevant policies and procedures are adhered to. Successful implementation of this program is a basis for evaluating the Associate Vice President, Human Resources' effective work performance. 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 University's compliance status.

2. Maintaining University-wide management support and cooperation for the University'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 University's AA programs and to direct corrective actions where necessary.

6. Ensuring that the AAP is updated annually.

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. Reviewing the qualifications of employees to ensure equitable opportunity, based on job-related employment practices, is given to all for transfers and promotions.

9. 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 University'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 University sponsored educational, training, recreation, and social activities.

10. 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.

11. Ensuring the University's VETS-4212 form is filed annually with the Veterans' Employment and Training Service (VETS).

12. Providing direction to the University's employees, as necessary, to carry out all actions required to meet the University's equal employment opportunity and affirmative action commitments.

13. 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 the degree to which goals and objectives have been obtained.

14. Advising management in the modification and development of the University's policies to ensure the enhancement of equal employment opportunity for all employees and potential employees within existing equal employment opportunity guidelines.

15. Identifying problem areas and establishing procedures, goals and objectives to solve these problems.
16. Conducting periodic audits to ensure that all required posters and the equal employment opportunity policies and AAP are displayed properly. Conducting audits to ensure that the Invitation to Self-Identify (pre and post offer) for protected veterans and individuals with disabilities, the University's equal employment opportunity, and AAP policies are being utilized appropriately and thoroughly communicated.

17. Consistent with CSU Policy, ensuring 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.

18. Developing policy statements, affirmative action programs, internal and external communication techniques.

19. Assisting line management in arriving at solutions to problems.

20. Serving as the liaison between CSU Dominguez Hills and enforcement agencies.

21. Serving as the liaison between CSU Dominguez Hills 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.

22. Keeping management informed of the latest developments in the equal employment opportunity area.

23. Working closely with the department managers and supervisors in coordinating the effective implementation of all identified affirmative actions.

24. 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.

25. Ensuring overall the University's compliance with the AAP.
Managers and Supervisors

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

1. Adhering to the University's equal employment opportunity policy.

2. Supporting and assisting the Associate Vice President, Human Resources, in developing, maintaining, and successfully implementing the AAP.

3. Taking action to prevent harassment of employees placed through affirmative action efforts.

4. Ensuring that all interviews, offers of employment and/or wage commitments are consistent with the University's policy.

5. Implementing the internal promotion and transfer of all employees under their supervision consistent with AAP goals and objectives.

6. Assisting in identifying problem areas and providing needed information for establishing and meeting department affirmative action goals and objectives.

7. 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)

CSU Dominguez Hills trains all employees involved with the recruitment, selection, promotion, disciplinary actions, training, and related processes of individuals with disabilities or protected veterans to ensure commitment to CSU Dominguez Hills’ stated affirmative action goals.
CHAPTER K: DATA COLLECTION ANALYSIS
41 C.F.R. §§ 60-300.44(k); 60-741.44(k)

CSU Dominguez Hills has adopted the current national percentage of veterans in the civilian labor force of 5.5% as its hiring benchmark for protected veterans. CSU Dominguez Hills will update its hiring benchmark as new data is published and updated via the OFCCP’s website. The 5.5% hiring benchmark is applied to each job group within CSU Dominguez Hills.

CSU Dominguez Hills also adopted the current national utilization goal of 7.0% for qualified individuals with disabilities. CSU Dominguez Hills 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 CSU Dominguez Hills.

CSU Dominguez Hills has collected the required data and conducted studies to identify areas of opportunities in the employment of protected veterans and individuals with disabilities. CSU Dominguez Hills 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.