

EXECUTIVE ORDER 11246 AFFIRMATIVE ACTION PLAN (AAP)

for



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Sacramento, CA 95819
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SACRAMENTO STATE

November 1, 2024 – October 31, 2025

EIN (tax) #: 94-6001347

PART I: AAP FOR MINORITIES AND WOMEN

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

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**AAP
FOR SACRAMENTO STATE**

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INTRODUCTION TO PARTS I AND II

BACKGROUND

In accordance with applicable state and federal laws, it is the policy of Sacramento State (“Sacramento State” or the “University”) not to engage in discriminatory practices against, or harassment of, any person employed or seeking employment with the University, on the basis of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, genetic information, marital status, sex, gender, gender identity, gender expression, age, sexual orientation, military and veteran status (as defined by the Vietnam-Era Veterans’ Readjustment Assistance Act of 1974, as amended), pregnancy (including pregnancy disability leave), or denial of medical and family care leave. This policy applies to all employment practices, including recruitment, selection, promotion, transfer, merit pay increases, salary, training and development, demotion, separation, and all other privileges and conditions of employment.

In addition, it is the policy of the University to undertake affirmative action, consistent with its obligation as a federal contractor, for underutilized minorities and women, persons with disabilities, and veterans. Because Sacramento State is a federal government supply and service contractor, it is subject to the affirmative action requirements of Executive Order 11246, the Rehabilitation Act of 1973 as amended, and the Vietnam Veterans' Readjustment Assistance Act of 1974, Section 4212. Because Sacramento State 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 for minorities and women, for covered veterans, and for persons 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 University from future contracts and subcontracts.

Affirmative Action

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 occurring 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 (AAP) 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 of the employee workforce reveals a numeric disparity between incumbency and availability of minorities or women, 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. It is toward this end that the following Sacramento State AAP was developed.

Inquiries regarding the University equal employment opportunity policies may be directed to the Office of Human Resources at (916) 278-6078.

APPLICABLE AFFIRMATIVE ACTION LAWS AND REGULATIONS

Sacramento State'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).

Sacramento State 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 Sacramento State 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 Sacramento State 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.

PROTECTED GROUPS

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 Sacramento State 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 Sacramento State will use the terms in total good faith in connection with its AAP, such use does not necessarily signify that Sacramento State 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 Sacramento State'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 Sacramento State 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 Sacramento State 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,

- Employee (snapshot) data: October 31, 2024
- AAP implementation period: November 1, 2024 – October 31, 2025
- Transaction period: November 1, 2023 – October 31, 2024

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 Sacramento State'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, Sacramento State 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 Sacramento State'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.

SACRAMENTO STATE

PART I: AFFIRMATIVE ACTION PLAN FOR MINORITIES AND WOMEN

FOR

NOVEMBER 1, 2024 – OCTOBER 31, 2025

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

Sacramento State conducted a workforce analysis to identify employees at Sacramento State by gender and race/ethnicity in each job title. The data was collected from payroll records dated October 31, 2024.

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, Sacramento State 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 Sacramento State'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.

Sacramento State 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 October 31, 2024.

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 Sacramento State 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 Sacramento State'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 2010 Census of Population.
 - A. Local labor area: An "employee" Zip Code Analysis was used to identify the most precise local labor area for Sacramento State. 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: National

See the *Zip Code Analysis* report for the counties included in the local labor area.

Note: Zip code analysis results only apply to job groups where populated census data is available.

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, Sacramento State compared the percentage of incumbents in each job group to their corresponding availability. A comparison was made between the percentage employed as of October 31, 2024 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

Sacramento State 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 Sacramento State hire a specified number of minorities or women.

A goal is a guidepost against which Sacramento State, a community group, or a compliance agency can measure progress in remedying identified deficiencies in Sacramento State's workforce. By setting realistic goals, Sacramento State 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, Sacramento State has designated specific responsibilities to various staff to ensure the AAP focuses on all components of the employment system. To that end, the President, Vice President for Inclusive Excellence/University Diversity Officer, Vice Provost for Faculty Affairs, Senior Associate Vice President of Human Resources, the Executive Director for Equal Opportunity, the Executive Director for Universal Access and Inclusion, 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 of Sacramento State. The President is responsible, through the persons identified below, for adherence to the CSU system wide and Sacramento State campus policies of equal employment opportunity and affirmative action. The President's role includes, but is not limited to, the following duties:

1. Designate appropriate personnel with the responsibility for overseeing, administering, implementing, and monitoring Sacramento State'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 Sacramento State's AAP.

Chief Diversity Officer

Reporting directly to the President, the Chief Diversity Officer is responsible for ensuring that Sacramento State's commitment to equity, diversity, and inclusion is both broadly communicated and actively practiced across the University, contributing to the greater good of the Sacramento community.

Vice Provost for Faculty Success

The Vice Provost for Faculty Success reports directly to the Provost/Vice President for Academic Affairs and is responsible for, among other things, campus compliance with law and policy affecting our employees. This position is responsible for coordination of personnel programs for faculty employees, including contract administration, grievance monitoring, and implementation of policies and programs mandated for employees; revisions and dissemination of the University ARTP Policy; provision of support to University administration on matters relating to academic personnel policies; training for department chairs and faculty hiring committees; and orientation of new faculty. The Chief Diversity Officer is also a member of the President's Cabinet.

Senior Associate Vice President for Human Resources

Reporting directly to the Vice President for Administration and Chief Financial Officer, the Senior Associate Vice President for Human Resources is responsible for monitoring the impact of the implementation of campus programs on our affirmative action goals and objectives. The Senior Associate Vice President for Human Resources is also a member of the President's Cabinet.

Executive Director for Universal Access and Inclusion

Reporting directly to the Chief Diversity Officer, the Executive Director for Universal Access and Inclusion serves as Sacramento State's ADA/Section 504 Administrator. The Executive Director focuses on examining disability and ableism as they relate to other forms of oppression and identity such as race, class, gender and gender identity etc. Executive Director for Universal Access provides consultative services for the university community and is responsible for ensuring that the directives of the President and Vice President for Inclusive Excellence/University Diversity Officer relevant to ADA/Section 504 are implemented.

Executive Director of Equal Opportunity

Reporting directly to the Chief Diversity Officer, the Executive Director of Equal Opportunity/Title IX Coordinator/DHR Administrator is designated as the campus Affirmative Action Officer, Title IX Coordinator, DHR Administrator, Whistleblower Administrator, and is responsible for ensuring that the directives of campus leadership relevant to affirmative action are implemented. The duties of the Executive Director of Equal Opportunity/Title IX Coordinator include, but are not limited to, the following:

1. In collaboration with University Leadership and Human resources, provide direction to Sacramento State's employees, as necessary, to carry out all actions required to meet Sacramento State's equal employment opportunity and affirmative action commitments.
2. Review, report on, and update Sacramento State's AAP at least on an annual basis in accordance with stated policy.
3. Assist campus leadership in designing and effectively implementing the AAP throughout all campus departments.

Managers and Supervisors

In their direct day-to-day contact with Sacramento State's employees, managers and supervisors have assumed certain responsibilities to help the Institution 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 Sacramento State's equal employment opportunity and affirmative action policy.

- A. Support and assist University leadership in developing, maintaining, and successfully implementing the AAP.
 - B. Take action to prevent discrimination and/or harassment of all employees.
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 Sacramento State'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.

Faculty Employees

1. Conducting themselves in the classroom, on the campus, or at any University-sponsored off-campus activity (including travel) in a manner that ensures that their actions do not discriminate against and/or harass any other individual; ensuring the classroom is free from discrimination and/or harassment.
2. Avoiding romantic relationships with students, as the difference in power may create a negative or an uncomfortable environment for others, who might perceive the relationship as preferential treatment.
3. Immediately responding to and reporting allegations of discrimination/sexual harassment (including sexual misconduct) to the Title IX Coordinator/DHR Administrator.
4. Cooperating in, and honoring the confidentiality of, fact-finding and/or complaint investigations.

Staff Employees

1. Conducting themselves in the workplace, on the campus, or at any University-sponsored off-campus activity (including travel) in a manner that ensures that their actions do not discriminate against and/or harass any other individual.
2. Immediately responding to and reporting allegations of discrimination/sexual harassment (including sexual misconduct) to the Title IX Coordinator/DHR Administrator.
3. Cooperating in, and honoring the confidentiality of, fact-finding and/or complaint investigations.

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 Sacramento State 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 Sacramento State 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, Sacramento State has conducted studies to identify problem areas in each of its selection procedures (i.e., hires, promotions, and terminations). Sacramento State 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.

Our analyses are conducted against this backdrop. When the analyses of personnel transactions identify potential problem areas, further review and analysis will be conducted to determine if problems actually exist. To the extent that the results of this review and analysis suggest that corrective action is warranted, Sacramento State is committed to taking such action.

Moreover, the campus continually assesses its internal systems and processes to determine whether there are gender, race, or ethnicity-based disparities in the approaches to or outcomes of any personnel transactions. If disparities are identified, they are brought to the attention of the program manager or department representative so that appropriate steps can be taken to address and remedy problem areas. Every effort is made to identify, resolve, and remove any impediments to equal employment opportunity at Sacramento State.

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.

CHAPTER 9: ACTION-ORIENTED PROGRAMS 41 C.F.R. § 60-2.17(C)

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

Action-Oriented Program:

The Action-Oriented Programs designed to address the underutilization of women and minorities are listed below. These Action-Oriented Programs will be carried-out throughout the AAP year. The persons identified in Chapter 7 (Designation of Responsibility), with the help of the managers, will be responsible in ensuring that the following are implemented.

Recruitment and Outreach:

1. Sacramento State will act intentionally and strategically place advertisements on external job opportunities on the university Careers website, CSU Careers systemwide portal, public online advertisement portals and job boards, print media (when applicable), and via direct outreach to local community diverse associations and organizations. Sacramento State will take steps to promote jobs virtually and in person with target demographic groups. Advertisements and newsletters will always carry the Equal Employment Opportunity clause and use industry recognized job titles, which attract a broader audience.
2. Due to the extensive technical education and experience required for some positions, Sacramento State will also continue to place job opportunity announcements on the Careers website, and in national newspapers when appropriate. Also, the Employment Services department's recruitment and talent acquisition team maintains a diversity recruitment database as a resource for sharing employment opportunities with community, national, affinity, and diverse advertisement and outreach resources.
3. Sacramento State will continue to post positions on the Sacramento State *Careers* website for campus recruiting. The *Careers* webpage offers an array of employment opportunities and services for diverse applicants and employees interested in faculty and staff positions. The online information contains instructions for the application process; frequently asked questions; and contact information. Please refer to <https://www.csus.edu/administration-business-affairs/internal/your-hr/employment-services/>
4. Recruitment advertisements are placed in major publications and web-based job boards in an attempt to reach all qualified applicants, including women and minority populations. A list of publications and job boards where Sacramento State advertises includes, but is not limited to:
 - Sacramento State Careers Job Board <https://careers.csus.edu/en->
 - The California State University

us/listing/

<http://csucareers.calstate.edu/>

- CalJobs
<http://www.caljobs.ca.gov/>
- Higher Ed Jobs
https://www.higheredjobs.com/?locale=en_US
- Indeed
<http://www.indeed.com/>
- Chronicle of Higher Education
<https://www.chronicle.com/>
- DiversityJobs.com –
<https://www.diversityjobs.com/>
- LinkedIn <https://www.linkedin.com>

5. Minority and female applicants will be considered for all positions for which they are qualified.
6. Sacramento State will increase its participation in job fairs, to include diversity focused and affinity job fairs for underrepresented groups (ethnically, socioeconomic, new to workforce, disability, etc.).
7. Sacramento State will continue to recruit at several colleges and universities, as resources permit and needs dictate. Sacramento State targets universities based in part on the high-level of diversity of its student body and those identified as HBCU, Hispanic-serving, and AANAPISI-serving institutions.
8. Sacramento State will continue to employ Student Assistants who work during the summer and part-time during the school year.
9. Sacramento State will take steps to increase the number of qualified underrepresented minorities to apply for jobs on campus, including developing and maintaining communication networks, holding informational workshops to attract applicants, presenting and partnering with local community associations and organizations, and promoting diversity at all levels, seeking feedback, and serving as a liaison to campus faculty and staff organizations (to include Employee Affinity Groups and Communities of Practice) and to managers and supervisors.
10. Public access computers are available in the Sacramento State campus library, and other buildings on campus, to facilitate access and assist both the community and campus staff in identifying and applying for job opportunities. Members of the campus Employment Services department are available to assist walk-ins and those having appointments with the campus recruitment process and procedure.

Job Specifications/Selection Process:

1. Position descriptions are developed to accurately reflect job-related criteria, including job functions and responsibilities, and are consistent for the same position from one department to another (e.g., removing driving requirements when not a required job function). Position descriptions are also reviewed for inclusive and non-inclusive language. Job titles do not include any references to gender and the specifications are free from bias with regard to age, race, color, religion, national origin, disability or veteran status.
2. Approved position descriptions, and/or job announcements containing language from the descriptions, are made available to those faculty and staff involved in the recruiting, screening, selection, and promotion process.
3. Sacramento State will address talent acquisition and management best practices, and provide campus clients with access to diversity recruitment information, through MPP 101 training.
4. Those participating on search committees for the campus receive guidance and training on the elimination of bias from all recruiting processes. For example, the Division for Inclusive Excellence offers a Diversity Hiring Fellows Program that seeks to increase search committee members' awareness of how to reduce bias in recruitment of a diverse faculty. Also, a recruitment workshop is provided to all full-time faculty who are department chairs and faculty who serve on search committees as an AA/EO representative. Part of the duties of the AA/EO representative includes a review of national availability data, an assessment of applicant flow data, and written affirmation that no inappropriate actions occurred during the search. The *Guidelines for Full-Time Faculty Recruitment* as well as postings for staff positions include, among other things, the required language of our diversity statement:

“California State University, Sacramento is an Affirmative Action/Equal Opportunity Employer, and has a strong institutional commitment to the principle of diversity in all areas. In that spirit, we are particularly interested in receiving applications from a broad spectrum of qualified people to develop a campus community whose diversity enriches the lives of all and whose members develop a strong sense of personal and community identity as well as mutual respect. Sacramento State hires only those individuals who are lawfully authorized to accept employment in the United States.”
5. The application process does not request information regarding date of birth, marital status, dates of K-12 education, arrest and conviction records, or children. Information about gender and/or ethnicity is invited from applicants on a voluntary basis.
6. Consistent with the revised regulations to Section 503 of the Rehabilitation Act of 1973, as amended, and the Vietnam Era Veteran’s Readjustment Assistance Act of 1974, as amended, Sacramento State no longer asks applicants to self-identify, even on a voluntary

basis, their status as a special disabled veteran or an individual with disabilities until after an offer of employment has been made and before the individual's employment begins.

7. Updates to the campus web-based application process occurs as needed to reflect compliance with law and policy.

Job Advancement:

1. Minority and female employees are made available for participation in Career Days and other related activities in the community, as desired.
2. Sacramento State will continue to post or announce job opportunities.
3. Sacramento State 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. Require supervisory personnel to submit justification when apparently qualified minority or female employees are passed over for upgrading.
5. Review seniority practices to ensure such practices are non-discriminatory and do not have discriminatory effect.
6. All employees are actively encouraged to participate in facilities and company-sponsored social and recreational activities.
7. Sacramento State will continue to use our formal employee evaluation program. The performance appraisal is used for annual reviews for all employees.
8. Employees can choose training courses through the CSULearn Professional Development Portal and include them in their career development plan.
9. Fee waivers are offered to all eligible employees for enrollment in job related or career development courses.

Community Relations Activities:

Sacramento State participates in a variety of local and national community service programs, including those designed to enhance the employment opportunities of minorities and women. Among these programs are:

1. The Capital Fellows Programs which administers four fellowship programs: Jesse M. Unruh Assembly Fellowship, Executive Fellowship, Judicial Administration Fellowship, and California Senate Fellows. These programs, known collectively as the Capital Fellows Programs, are nationally recognized. Every effort is made to identify and engage a diverse population in these highly prized positions which contain both an employment and educational component. The 18 Assembly Fellows, 18 Senate Fellows, 18 Executive

Fellows and 10 Judicial Administration Fellows receive an extraordinary opportunity to engage in public service and prepare for future careers, while actively contributing to the development and implementation of public policy in California. The ranks of former fellows include a Justice of the California Supreme Court, members of the United States Congress and the State Legislature, a deputy director of the Peace Corps, state and local government officials, corporate executives and community leaders.

2. Faculty and staff may serve as speakers and resources for ethnically diverse community groups.
3. The Sacramento State Career Center provides current employees, both faculty and staff, and members of the community with a resource list of career counseling and employment services. The resource list includes, among others, Asian Resources Inc., California Indian Manpower Consortium, La Familia Counseling Center, and Disability Employment Resources. Further information may be found at <http://www.csus.edu/careercenter/Community%20Resources.html>

Campus Community Activities:

1. Faculty and staff are encouraged to seek out opportunities that will enhance Sacramento State's diversity efforts (e.g., faculty member seeking grant to support "Women In Higher Education: Leadership Pipeline Initiative" project).
2. The Women's Resource Center promotes gender equity through education, advocacy, and social action. The Center works to increase the awareness and understanding of the contributions, opportunities, and barriers facing women in our society. In addition, the Women's Resource Center offers educational programs on the issues of sexual assault, intimate partner violence, and hate crime as well as provides advocacy and support for victims/survivors of these crimes. It offers dynamic programming and educational outreach to improve the campus climate and advocate for the respect and safety of all members of the campus community. More information may be found at <http://www.csus.edu/wrc/About%20Us.html>.
3. The campus Office for Equal Opportunity is responsible for addressing faculty and staff reports of discrimination, harassment and retaliation under federal and state law and under the CSU Nondiscrimination Policy and campus policies; for preparing government reports such as the Affirmative Action Plan; and for responding to agency complaints and requests for information. The Office for Equal Opportunity also participates in providing compliance training.
4. The California Faculty Association Council for Racial and Social Justice (CRSJ) is dedicated to supporting diversity at Sacramento State. The CRSJ is committed to promoting awareness of discrimination based on enumerated classifications and taking actions to ensure the promotion of diversity and affirmative action practices. The CRSJ is an advocate for fostering and maintaining a critical campus dialogue on such questions as

the following: Whether or not Sacramento State is open and equitable for all who use and/or plan to use its services? Whether or not our services support fairness and equity? Whether or not there is equity in the distribution of power among faculty, staff and administration? Whether or not there is equity in diversity among ethnic, gender, disability, and LGBT communities? In addition to bi-weekly meetings, the CRSJ sponsors from one to two conferences a year on topics such as ethnicity, race, religious tolerance, and disability.

5. The Faculty Senate Committee on Diversity & Equity (CODE) is based on federal equal opportunity and affirmative action guidelines and the committee reviews, develops, and recommends to the Executive Committee revisions to existing goals, policies, and procedures in accordance with the University non-discrimination policies. Their charge may be found at <http://www.csus.edu/acse/chrg-CODE.htm>. Among other things, CODE:
 - Identifies (in consultation with the University's Office for Equal Opportunity), and reports to the Executive Committee on, areas in which policy needs to be established.
 - Participates in establishing both short-term and long-term goals for University equity and diversity and evaluates progress toward achieving those goals.
 - Works to develop and assure implementation of an assessment plan for analyzing the progress toward achieving the University's equity and diversity goals.
 - Heightens faculty's awareness of the University's equity and diversity goals, policies, and procedures; and works with Colleges and Departments to achieve these goals.
 - Reviews and recommends methods to improve recruitment and retention of diverse faculty and provides assistance to departments and colleges as they seek to achieve equity and diversity in hiring.
6. The Multi-Cultural Center seeks to build sustainable relationships and encourages cross-cultural awareness as critical to cultivating a welcoming, socially just community. Faculty and staff, as well as students, are involved in: coordinating key events, programs, and projects to address the needs of historically underrepresented or underprivileged groups; offering workshops and community-building events aimed at connecting faculty, staff, and students; and collaborating on special projects or events. For more information, please see <http://www.csus.edu/mcc>.
7. The Office for Disability Justice provides the campus community with education and guidance on disability-related issues, works to actively address ableism at its roots, to bring change at the systemic level and create a more inclusive, welcoming campus culture and community for Sac State's students, staff, faculty, and visitors.

8. The Division of Student Affairs leads numerous student recruitment strategies designed to increase overall diversity (1) of the Sacramento State student body and (2) the pool of future applicant applicants. More information can be found at The Strategic Enrollment Plan and Strategic Action Plans are available at this link: <https://www.csus.edu/student-affairs/enrollment-services/>.

Promotions and Transfers:

1. Information about open positions is available to internal and external applicants on the Sacramento State Job website at <http://www.csus.edu/webpages/employment.stm>.
2. Publicly accessible computers are available with access to the jobs website in the campus library and other campus buildings.
3. Consistent with law and policy, no qualified candidate may be denied employment or promotion on the basis of gender or ethnicity.

Benefits:

All employee benefits are administered in accordance with University policies that are consistent with applicable Federal and State equal opportunity laws and regulations.

1. Men and women contribute to the retirement system at the same rate.
2. No distinction is made on the basis of race or gender in the administration of benefits.
3. Benefits available to spouses and families of male employees are also available for spouses and families of female employees. Health (medical, dental, and vision) insurance coverage is available to eligible same sex partners.
4. Return to work after leave for childbearing is provided without loss of prior service credit or reduction in salary.

Training:

All full-time or part-time permanent, full-time probationary employees, and full-time Management Personnel Plan employees may participate in the fee waiver and reduction program without regard to gender or ethnicity. Courses for this purpose may include both work-related courses and career development courses. For more information, please refer to: <http://www.calstate.edu/HRAdm/pdf2008/TL-BEN2008-15.pdf>

In addition, through CSU SkillSoft, all employees have at their fingertips thousands of engaging online eLearning courses, books, and videos that they can take from the comfort of their computer. Employees can choose training courses through the CSU SkillSoft Professional Development Portal and include them in their career development plan.

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 Individuals identified in Chapter 7: Designation of Responsibility, 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 Sacramento State auditing and reporting system periodically measures the effectiveness of its total affirmative action program. The Individuals identified in Chapter 7: Designation of Responsibility of this AAP:

1. Monitor 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. Require internal reporting on a scheduled basis as to the degree to which equal employment opportunity and organizational objectives are attained;
3. Review report results with all levels of management; and
4. Advise top management of program effectiveness and submit recommendations to improve unsatisfactory performance.

SACRAMENTO STATE

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

FOR

NOVEMBER 1, 2024 – OCTOBER 31, 2025

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 Sacramento State 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, sexual orientation and gender identity, age, status as a protected veteran or individual with a disability at all levels of employment, including the executive level. Sacramento State does not and will not discriminate against any applicant or employee regardless of race, religion, color, national origin, sex, sexual orientation and gender identity, age, status as a protected veteran and/or individual with a disability to any position for which the applicant or employee is qualified. In addition, Sacramento State is committed to a policy of taking affirmative action to employ and advance in employment qualified protected veteran employees. 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. Sacramento State 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 report;
- (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, sexual orientation and gender identity, age, status as a protected veteran or an individual with disability.

Sacramento State 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.

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.

Dr. Luke wood
President

January 31, 2025

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 Sacramento State's examination and selection methods to identify barriers to employment, training, and promotion.

1. Sacramento State 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. Sacramento State 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. Sacramento State ensures that applicants and employees with disabilities have equal access to its personnel processes, including those implemented through information and communication technologies.
4. Sacramento State provides reasonable accommodations, unless such accommodations will cause undue hardship to Sacramento State, to applicants and employees with disabilities to ensure that equal employment opportunity are extended in the operation of its personnel processes.
5. Sacramento State 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 Sacramento State's physical and mental qualifications and requirements as they relate to employment, training, and promotion.

Sacramento State'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)

Sacramento State will continue to 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 the University. Sacramento State 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.

When reasonable accommodations are requested and necessary, the employee provides documentation from his/her treating medical provider to the Director of the Office for Equal Opportunity whose name and contact information is provided below. The documentation describes the limitations. The Director engages both the employee and the campus department in which the employee works in the interactive process in order to identify options to accommodate the employee's limitation(s). If a department is unable to accommodate the limitation, other efforts are undertaken to find work that the employee may perform. If, under all of the circumstances, a disabled employee is unable to perform the essential functions of other job(s), the employee and Director work together to determine what other options and program(s) are available to the employee. Eligibility for such programs is defined by the applicable collective bargaining agreement, CSU policy, and law.

Other options include offering alternate or modified positions and transitional employment. When necessary, employees may access various disability leave programs, including: use of various leave credits (e.g., sick, vacation, compensatory time off), family medical leave, long term disability, partial long term disability, non-industrial disability insurance, catastrophic leave donation program; leaves without pay; supplemental job disability benefit vouchers to pay for certain training expenses outside the University; and retirement.

Other services include counseling, advising, and tracking transitional return to work, reviewing medical separation requests, providing workshops and training in disability management and on the prohibitions against disability discrimination for managers, supervisors, and staff involved in the full range of HR processes, from recruitment to retirement.

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

Name: Scott Oleinik
Title: Director, Benefits Office
Phone: (916) 278-6213
Email: benefits@csus.edu

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

Sacramento State 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 CSU Nondiscrimination Policy, which includes a section prohibiting harassment of individuals with disabilities or protected veterans is provided 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 Sacramento State'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 those identified in Chapter 7: Designation of Responsibility of this AAP.

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 Sacramento State'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 Sacramento State'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-100 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 Sacramento State'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. Sacramento State 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 Sacramento State will implement or continue to implement the following internal dissemination procedures, all of which are the responsibility of the those identified in Chapter 7: Designation of Responsibility of this AAP. The following policies and procedures are designed to foster support and understanding from Sacramento State's executive staff, management, supervisors, and other employees in an effort to encourage all employees to take the necessary actions to aid Sacramento State in meeting its obligations.

1. Include the policy in Sacramento State's policy library 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 bulletin boards, along with CSU Nondiscrimination 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)

Sacramento State has developed and currently implements an audit and reporting system that addresses the following:

1. Measures the effectiveness of Sacramento State's overall affirmative action program and whether Sacramento State is in compliance with specific obligations.
2. Indicates the need for remedial action. Any corrective actions will be the responsibility of the those identified in Chapter 7: Designation of Responsibility of this AAP.
3. Measures the degree to which Sacramento State'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, Sacramento State has designated specific responsibilities to various staff to ensure the AAP focuses on all components of the employment system. To that end, the persons identified in Chapter 7 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 of Sacramento State. The President is responsible, through the Vice President for Inclusive Excellence/University Diversity Officer, Vice Provost for Faculty Affairs, Senior Associate Vice President of Human Resources, the Executive Director for Universal Access and Inclusion, and the Executive Director for Equal Opportunity, for adherence to the CSU systemwide and Sacramento State campus policies of equal employment opportunity and affirmative action. The President's role includes, but is not limited to, the following duties:

1. Designate appropriate personnel with the responsibility for overseeing, administering, implementing, and monitoring Sacramento State's AAP.
2. Ensure that those designated personnel responsible for all AAP components are given the necessary authority, resources, 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 Sacramento State's AAP.

Chief Diversity Officer

Reporting directly to the President, the Chief Diversity Officer is responsible for ensuring that Sacramento State's commitment to equity, diversity, and inclusion is both broadly communicated and actively practiced across the University, contributing to the greater good of the Sacramento community.

Vice Provost for Faculty Affairs

The Vice Provost, Faculty Success, reports directly to the Provost/Vice President for Academic Affairs and is responsible for, among other things, campus compliance with law and policy affecting our employees. This position is responsible for coordination of personnel policies and programs for faculty employees, including contract administration, grievance monitoring, and implementation of policies and programs mandated for employees; revisions and dissemination of the University ARTP Policy; provision of support to University administration on matters relating to academic personnel policies; training for department chairs and faculty hiring committees; and orientation of new faculty.

Senior Associate Vice President for Human Resources

Reporting directly to the Vice President for Administration and Chief Financial Officer, the Senior Associate Vice President for Human Resources is responsible for monitoring the impact of the implementation of campus programs on our affirmative action goals and objectives. The Senior Associate Vice President for Human Resources is also a member of the President's Cabinet.

Executive Director for Universal Access and Inclusion

Reporting directly to the Chief Diversity Officer, the Executive Director for Universal Access and Inclusion serves as Sacramento State's ADA/Section 504 Administrator. The Executive Director focuses on examining disability and ableism as they relate to other forms of oppression and identity such as race, class, gender and gender identity etc. Executive Director for Universal Access provides consultative services for the university community and is responsible for ensuring that the directives of the President and Vice President for Inclusive Excellence/University Diversity Officer relevant to ADA/Section 504 are implemented.

Executive Director of Equal Opportunity/Title IX Coordinator

Reporting directly to the Chief Diversity Officer, the Executive Director of Equal Opportunity/Title IX Coordinator/DHR Administrator is designated as the campus Affirmative Action Officer, Title IX Coordinator, DHR Administrator, Whistleblower Administrator, and is responsible for ensuring that the directives of campus leadership relevant to affirmative action are implemented. The duties of the Executive Director of Equal Opportunity/Title IX Coordinator include, but are not limited to, the following:

1. With the assistance of those identified in Chapter 7: Designation of Responsibility, provide direction to Sacramento State's employees, as necessary, to carry out all actions required to meet Sacramento State's equal employment opportunity and affirmative action commitments.
2. Review, report on, and update Sacramento State's AAP at least on an annual basis in accordance with stated policy.
3. Assist the President, Vice President for Human Resources, Vice Provost, Faculty Success, and Vice President for Inclusive Excellence in designing and effectively implementing the AAP throughout all campus departments.

Managers and Supervisors

In their direct day-to-day contact with Sacramento State's employees, managers and supervisors have assumed certain responsibilities to help Sacramento State 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 Sacramento State's equal employment opportunity and affirmative action policy.

- A. Support and assist the University leadership 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 Sacramento State'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.

Faculty Employees

1. Conducting themselves in the classroom, on the campus, or at any University-sponsored off-campus activity (including travel) in a manner that ensures that their actions do not discriminate against and/or harass any other individual; ensuring the classroom is free from discrimination and/or harassment.
2. Avoiding romantic relationships with students, as the difference in power may create a negative or an uncomfortable environment for others, who might perceive the relationship as preferential treatment.
3. Immediately responding to and reporting allegations of discrimination/sexual harassment (including sexual misconduct) to the Title IX Coordinator/DHR Administrator.
4. Cooperating in, and honoring the confidentiality of, fact-finding and/or complaint investigations.

Staff Employees

1. Conducting themselves in the workplace, on the campus, or at any University-sponsored off-campus activity (including travel) in a manner that ensures that their actions do not discriminate against and/or harass any other individual.
2. Immediately responding to and reporting allegations of discrimination/sexual harassment (including sexual misconduct) to the Title IX Coordinator/DHR Administrator.

3. Cooperating in, and honoring the confidentiality of, fact-finding and/or complaint investigations.

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

Sacramento State 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 Sacramento State's stated affirmative action goals.

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

Sacramento State has adopted the current national percentage of veterans in the civilian labor force of 5.2% as its hiring benchmark for protected veterans. Sacramento State will update its hiring benchmark as new data is published and updated via the OFCCP's website. The 5.2% hiring benchmark is applied to each job group within Sacramento State.

Sacramento State also adopted the current national utilization goal of 7.0% for qualified individuals with disabilities. Sacramento State 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 Sacramento State.

Goals and/or benchmarks do not require that Sacramento State 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 attained by means of applying every good faith effort to make all aspects of the entire AAP work. A goal is a guidepost against which Sacramento State, a community group, or a compliance agency can measure progress in remedying identified deficiencies in Sacramento State's workforce.

Sacramento State has collected the required data and will conduct studies to identify areas of opportunities in the employment of protected veterans and individuals with disabilities. Sacramento State 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 Sacramento State 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.

Data Collection for Individuals with Disabilities

For period 10-31-2023 to 10-30-2024 

Factor for Analysis	Total
Number of Job Openings	0
Number of Jobs Filled	0
Number of IWD Applicants	1721
Number of Applicants	14182
Number of IWD Hires	64
Number of Hired Applicants	439

Footnote Section

 Confidential - Not subject to inspection by employees or applicants under 41 CFR Section 60-741.41.

Data Collection for Individuals with Disabilities

For period 10-31-2023 to 10-30-2024 

Factor for Analysis	Total
Number of Job Openings	0
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Individuals with Disabilities Utilization Goals

EEO ADM Secretarial/Clerical Administrator 1 - C0E			
			IWD
Total Emp		Employment %	0.00%
2		Utilization Goal %	7.00%
EEO ADM Secretarial/Clerical Unit 7 Level A - C7A			
			IWD
Total Emp		Employment %	10.00%
10		Utilization Goal %	7.00%
EEO ADM Secretarial/Clerical Unit 7 Level A - Admin Suppor - C7A12MO			
			IWD
Total Emp		Employment %	13.79%
29		Utilization Goal %	7.00%
EEO ADM Secretarial/Clerical Unit 7 Level B - C7B			
			IWD
Total Emp		Employment %	0.00%
10		Utilization Goal %	7.00%
EEO ADM Secretarial/Clerical Unit 7 Level B - Admin Suppor - C7B12MO			
			IWD
Total Emp		Employment %	4.73%
148		Utilization Goal %	7.00%
EEO ADM Technical/Paraprofessional Unit 4 Level C - T4C			
			IWD
Total Emp		Employment %	0.00%
1		Utilization Goal %	7.00%

Individuals with Disabilities Utilization Goals

EEO BUS		Administrator III - EOC	
			IWD
Total Emp		Employment %	3.57%
56		Utilization Goal %	7.00%
EEO BUS		Administrator II - EOD	
			IWD
Total Emp		Employment %	7.23%
83		Utilization Goal %	7.00%
EEO BUS		Faculty Unit 3 Level A - Other - F3A4	
			IWD
Total Emp		Employment %	0.00%
1		Utilization Goal %	7.00%
EEO BUS		Professional Non Faculty Unit 9 Level C - Accounta - P9C1	
			IWD
Total Emp		Employment %	0.00%
22		Utilization Goal %	7.00%
EEO BUS		Professional Non Faculty Unit 9 Level C - Admin An - P9C2	
			IWD
Total Emp		Employment %	7.66%
222		Utilization Goal %	7.00%
EEO BUS		Technical/Paraprofessional Unit 9 Level B - T9B	
			IWD
Total Emp		Employment %	6.67%
60		Utilization Goal %	7.00%

Individuals with Disabilities Utilization Goals

EEO CES		Professional Non Faculty Unit 9 Level C - Info Tec - P9C3	
			IWD
Total Emp		Employment %	8.00%
125		Utilization Goal %	7.00%
EEO COM		Administrator IV - E0B	
			IWD
Total Emp		Employment %	0.00%
23		Utilization Goal %	7.00%
EEO COM		Professional Non Faculty Unit 2 Level A - P2A	
			IWD
Total Emp		Employment %	0.00%
1		Utilization Goal %	7.00%
EEO COM		Professional Non Faculty Unit 3 Level B - P3B	
			IWD
Total Emp		Employment %	1.64%
61		Utilization Goal %	7.00%
EEO COM		Professional Non Faculty Level A - P4A	
			IWD
Total Emp		Employment %	7.43%
202		Utilization Goal %	7.00%
EEO COM		Technical/Paraprofessional Unit 7 Level C - T7C	
			IWD
Total Emp		Employment %	4.00%
25		Utilization Goal %	7.00%

Individuals with Disabilities Utilization Goals

EEO HLT		Professional Non Faculty Unit 1 Level A - P1A	
			IWD
Total Emp		Employment %	8.33%
12		Utilization Goal %	7.00%
EEO HLT		Technical/Paraprofessional Unit 2 Level A - T2A	
			IWD
Total Emp		Employment %	0.00%
5		Utilization Goal %	7.00%
EEO INS		Faculty Unit 3 Level A - Department Chairs - F3A1	
			IWD
Total Emp		Employment %	4.65%
43		Utilization Goal %	7.00%
EEO INS		Faculty Unit 3 Level A - Instructors - F3A2	
			IWD
Total Emp		Employment %	2.49%
602		Utilization Goal %	7.00%
EEO INS		Faculty Unit 3 Level A - Lecturers - F3A3	
			IWD
Total Emp		Employment %	5.09%
924		Utilization Goal %	7.00%
EEO LIB		Professional Non Faculty Unit 3 Level C - P3C	
			IWD
Total Emp		Employment %	14.29%
21		Utilization Goal %	7.00%

Individuals with Disabilities Utilization Goals

EEO LIB		Professional Non Faculty Unit 9 Level C - P9C	
			IWD
Total Emp		Employment %	0.00%
19		Utilization Goal %	7.00%
EEO MGT		President - E0A	
			IWD
Total Emp		Employment %	0.00%
1		Utilization Goal %	7.00%
EEO NAT		Skilled Crafts Level A - Building & Facilities Wor - S6A1	
			IWD
Total Emp		Employment %	0.00%
25		Utilization Goal %	7.00%
EEO NAT		Skilled Crafts Level A - Other Skilled Workers - S6A2	
			IWD
Total Emp		Employment %	4.76%
21		Utilization Goal %	7.00%
EEO NPT		Interpreters/ Interpret Helpers - XXA	
			IWD
Total Emp		Employment %	0.00%
4		Utilization Goal %	7.00%
EEO NPT		Teacher/ Student Assistants - XXC	
			IWD
Total Emp		Employment %	2.02%
99		Utilization Goal %	7.00%

Individuals with Disabilities Utilization Goals

EEO PRD		Skilled Crafts Level A - S6A	
			IWD
Total Emp		Employment %	0.00%
1		Utilization Goal %	7.00%
EEO SRV		Administrator I - E0E	
			IWD
Total Emp		Employment %	5.66%
53		Utilization Goal %	7.00%
EEO SRV		Service/Maintenance Unit 5 Level A - Custodians - M5A1	
			IWD
Total Emp		Employment %	5.83%
103		Utilization Goal %	7.00%
EEO SRV		Service/Maintenance Unit 7 Level E - M7E	
			IWD
Total Emp		Employment %	0.00%
26		Utilization Goal %	7.00%
EEO SRV		Professional Non Faculty Administrator II - P0D	
			IWD
Total Emp		Employment %	0.00%
5		Utilization Goal %	7.00%
EEO SRV		Professional Non Faculty Unit 8 Level A - P8A	
			IWD
Total Emp		Employment %	9.09%
11		Utilization Goal %	7.00%

Footnote Section



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Data Collection for Protected Veterans

For period 10-31-2023 to 10-30-2024 

Factor for Analysis	Total
Number of Job Openings	0
Number of Jobs Filled	0
Number of Protected Veteran Applicants	299
Number of Applicants	14182
Number of Protected Veteran Hires	8
Number of Hired Applicants	439

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Veteran Benchmarks for Hiring Analysis

For period 10-31-2023 to 10-30-2024 

Hiring %	Benchmark %	Benchmark Met?
1.82	5.20	No

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