

EXECUTIVE ORDER 11246 AFFIRMATIVE ACTION PLAN (AAP)

for



**6000 J Street
Sacramento, CA 95819
(916) 278-6011**

SACRAMENTO STATE

November 1, 2025 – October 31, 2026

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AAP FOR PROTECTED VETERANS AND INDIVIDUALS WITH DISABILITIES

AA/EEO Contact: Skip Bishop, J.D.
Executive Director of Equal Opportunity
Division of Inclusive Excellence
Sacramento State
6000 J Street
Sacramento, CA 95819
(916) 278-5770

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**AFFIRMATIVE ACTION PLAN FOR PROTECTED VETERANS AND INDIVIDUALS
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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.



(Signature)

Dr. Luke Wood
President

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 Benefit Office, whose 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 office at any time to formally request an accommodation:

Department: Human Resources 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/Chief Diversity Officer, Vice Provost for Faculty Affairs, Vice President, People and Climate, 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.

Vice President for Inclusive Excellence/Chief Diversity Officer

Reporting directly to the President, the Vice President for Inclusive Excellence/Chief Diversity Officer is responsible for ensuring that Sacramento State's commitment to equity, diversity, and inclusion is evident throughout our University and its operation and is communicated to the larger Sacramento community that we serve.

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.

Vice President, People and Climate

Reporting directly to the President, the Vice President, People and Climate is responsible for monitoring the impact of the implementation of campus programs on our affirmative action goals and objectives.

Executive Director of Equal Opportunity

Reporting directly to the Vice President, People and Climate, the Executive Director of Equal Opportunity is designated as the campus Affirmative Action Officer, the Title IX Coordinator, and DHR Administrator and is responsible for ensuring that the directives of the President, Vice Provost, Faculty Success, Vice President for Inclusive Excellence, and Vice President, People and Climate 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 Provost, Faculty Success, Vice President for Inclusive Excellence, and Vice President, People and Climate 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 5.1% 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 5.1% 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 Protected Veterans

For period 10-31-2024 to 10-30-2025 

Factor for Analysis	Total
Number of Job Openings	1992
Number of Jobs Filled	1992
Number of Protected Veteran Applicants	436
Number of Applicants	19564
Number of Protected Veteran Hires	28
Number of Hired Applicants	1992

Footnote Section

 Confidential - Not subject to inspection by employees or applicants under 41 CFR Section 60-300.41.

Veteran Benchmarks for Hiring Analysis

For period 10-31-2024 to 10-30-2025 

Hiring %	Benchmark %	Benchmark Met?
1.41	5.10	No

Footnote Section

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Data Collection for Individuals with Disabilities

For period 10-31-2024 to 10-30-2025 

Factor for Analysis	Total
Number of Job Openings	1992
Number of Jobs Filled	1992
Number of IWD Applicants	2177
Number of Applicants	19564
Number of IWD Hires	95
Number of Hired Applicants	1992

Footnote Section

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

Individuals with Disabilities Utilization Goals

			IWD
Total Emp		Employment %	16.67%
18		Utilization Goal %	7.00%

Footnote Section

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