

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

for

## **CALIFORNIA POLYTECHNIC STATE UNIVERSITY**

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## **CALIFORNIA POLYTECHNIC STATE UNIVERSITY AFFIRMATIVE ACTION PLAN**

**January 1, 2008 to December 31, 2008**

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### **PART I: AAP FOR MINORITIES AND WOMEN**

### **PART II: AAP FOR COVERED VETERANS AND PERSONS WITH DISABILITIES**

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## CONFIDENTIAL MATERIALS

This AAP contains confidential information which is subject to the provisions of 18 U.S.C. 1905. Chrysler Corp. v. Brown, 441 U.S. 281, 19 FEP 475 (1979). Copies of this AAP and all related appendices, documents, and support data are made available on loan to the U.S. Government upon the request of said Government on the condition that the Government hold them totally confidential and not release copies to any persons whatsoever. This AAP and its Exhibits and all its supporting documents contain much confidential information which may reveal, directly or indirectly, CALIFORNIA POLYTECHNIC STATE UNIVERSITY 's plans for business or geographical expansion or contraction. CALIFORNIA POLYTECHNIC STATE UNIVERSITY considers this AAP to be exempt from disclosure, reproduction, and distribution under the Freedom of Information Act upon the grounds, among others, that such material constitutes (1) personnel files, the disclosure of which would constitute a clearly unwarranted invasion of personal privacy, which are exempt from disclosure under 5 U.S.C. 552(b)(6); (2) confidential, commercial, or financial information, which is exempt from disclosure under 5 U.S.C. 552(b)(4); (3) investigatory records compiled for law enforcement purposes, the production of which would constitute an unwarranted invasion of personal privacy, which are exempt from disclosure under 5 U.S.C. 552(b)(7)(C); and (4) matters specifically exempted from disclosure by statute, which are exempt from disclosure under 5 U.S.C. 552(b)(3). Notice is hereby given of a request pursuant to Title 41 Code of Federal Regulations, Part 60-60.4(d) that portions of this AAP be kept confidential.

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

**CALIFORNIA POLYTECHNIC STATE UNIVERSITY  
2008 AFFIRMATIVE ACTION PLAN**

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## INTRODUCTION TO PARTS I AND II

### BACKGROUND

CALIFORNIA POLYTECHNIC STATE UNIVERSITY is a publicly-funded University in the State of California. As one of the California State University (CSU) System's twenty-three (23) campuses, the University provides high quality post-secondary education to 18,842 undergraduate students, 167 post-baccalaureate students and 768 graduate students<sup>1</sup>. Responsibility for the CSU is vested in the Board of Trustees, whose members are appointed by the Governor. The Trustees appoint the Chancellor, who is the chief executive officer of the CSU System, and the Presidents, who are the chief executive officers of their respective campuses. The California Polytechnic State University was founded in 1901 by the State of California.

CALIFORNIA POLYTECHNIC STATE UNIVERSITY is a federal government supply and service contractor subject to the affirmative action requirements of Executive Order 11246, the Rehabilitation Act of 1973 as amended, and the Vietnam Veterans' Readjustment Assistance Act of 1974, Section 4212. Because CALIFORNIA POLYTECHNIC STATE UNIVERSITY has \$50,000 or more in annual contracts with the federal government and employs 50 or more employees, we are required to prepare annual written Affirmative Action Plans (AAP's) for minorities and women, for covered veterans, and for persons with disabilities for our headquarters and for each of our branch sales offices. Failure to comply with these laws and their implementing regulations, which are enforced by the Office of Federal Contract Compliance Programs (OFCCP), can result in debarment of the Company from future contracts and subcontracts.

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

As stipulated in federal regulations, a prerequisite to the development of a satisfactory Affirmative Action Plan is the evaluation of opportunities for protected group members, as well as an identification and analysis of problem areas inherent in their employment. Also, where a statistical analysis 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 AAP of CALIFORNIA POLYTECHNIC STATE UNIVERSITY was developed.

<sup>1</sup>Fall 2007 Enrollment

## **APPLICABLE AFFIRMATIVE ACTION LAWS AND REGULATIONS**

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

CALIFORNIA POLYTECHNIC STATE UNIVERSITY has developed separately an Affirmative Action Plan for covered veterans and persons 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 Handicapped Persons), the Vietnam Era Veterans' Readjustment Assistance Act of 1974, Section 4212, as amended, and Title 41 Code of Federal Regulations, Part 60-250 (Affirmative Action Program for Disabled Veterans and other veterans).

The Veterans Employment Opportunities Act of 1998 (VEOA), Public Law 105-339, effective October 31, 1998, increased the threshold for coverage under VEVRAA from a contract of \$10,000, or more to a contract of \$25,000 or more; extended the law's protections to "veterans who served on active duty during a war or in a campaign for which a campaign badge was authorized; and, provides temporary (up to one year) protection to veterans who do not have a service connected disability, did not see action in a foreign war and did not serve during the Vietnam era.

The Jobs for Veterans Act (JFVA), Public Law 107-288, effective December 1, 2003, increased the threshold for coverage under 38 U.S.C. §4212 from \$25,000 to \$100,000; grants VEVRAA protection to those 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 (62 Fed. Reg. 1209); changes the definition of "recently separated veteran" to include "any veteran during the three-year period beginning on the date of such veteran's discharge or release from active duty"; changes "Special Disabled Veterans" to "Disabled Veterans," expanding the coverage to conform to 38 U.S.C. § 4211 (3); and, following publication of the final regulations, requires contractors to post job listings with their local employment service delivery system.

## **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-year of discharge or release from active duty.

Veterans who received an "Armed Forces Medal."

Other protected veterans who served on active duty in the U.S. military, ground, naval or air service during a war or in a campaign or expedition for which a campaign badge has been authorized, under the laws administered by then Department of Defense.

An individual with a disability: 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 CALIFORNIA POLYTECHNIC STATE UNIVERSITY is required by government regulations to use. The criteria used in relation to these terms are those specified by the government. These terms have no independent legal or factual significance whatsoever. Although CALIFORNIA POLYTECHNIC STATE UNIVERSITY will use the terms in total good faith in connection with its AAP, such use does not necessarily signify that the University 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 CALIFORNIA POLYTECHNIC STATE UNIVERSITY 's agreement that the geographic areas are appropriate in all instances of use or that the sources of statistics are the most relevant. The use of such geographic areas and statistics may have no significance outside the context of this AAP. Such statistics and geographic areas will be used, however, in total good faith with respect to this AAP.

The grouping of job titles into a given job group does not suggest that CALIFORNIA POLYTECHNIC STATE UNIVERSITY believes the jobs so grouped are of comparable worth.

Whenever the term "goal" is used, it is expressly intended that it "should not be used to discriminate against any applicant or employee because of race, color, religion, gender, or national origin," as stated in Title 41 Code of Federal Regulations, Part 60-2.30.

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

### **RELIANCE ON EEOC'S GUIDELINES**

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

### **REPORTING PERIOD**

This AAP is designed to cover the following reporting period: January 1, 2008 to December 31, 2008.

## STATEMENT OF PURPOSE FOR PARTS I AND II

This AAP has been designed to bring women and men, members of minority groups, covered veterans, and persons with disabilities into all levels and segments of CALIFORNIA POLYTECHNIC STATE UNIVERSITY 's workforce in proportion to their representation in the qualified relevant labor market.

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

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

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

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

These three concepts are the Affirmative Action Plan.

CALIFORNIA POLYTECHNIC STATE UNIVERSITY

**2008 AFFIRMATIVE ACTION PLAN**

**PART I: AFFIRMATIVE ACTION PLAN FOR MINORITIES AND WOMEN**

**JANUARY 1, 2008 TO DECEMBER 31, 2008**

## **PART I**

### **AAP FOR MINORITIES AND WOMEN**

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<b>EXHIBITS:</b>	<ol style="list-style-type: none"><li>1. Workforce Summary</li><li>2. Workforce Analysis by Primary Organizational Unit</li><li>3. Workforce Analysis by Secondary Organizational Unit</li><li>4. Job Group Analysis</li><li>5a. Applicant Zip Code Analysis Summary</li><li>5b. Applicant Zip Code by Job Group</li><li>6. Availability Analysis</li><li>7. Comparison of Incumbency to Availability</li><li>8. Placement Goals</li><li>9. Personnel Transactions Summary</li><li>10. Compensation Analysis</li><li>11. Applicant Application Flow Form</li><li>12. Employee Self-Identification Form</li><li>13. Academic Appointment and Assignment Record Form</li><li>14. Staff/MPP Personnel Action Request Form</li><li>15. Employment Equity Facilitator's Report Form</li></ol>
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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**

CALIFORNIA POLYTECHNIC STATE UNIVERSITY conducted a workforce analysis to identify employees at CALIFORNIA POLYTECHNIC STATE UNIVERSITY by gender and race/ethnicity in each job title. The data was collected from Human Resources records between January 1, 2007 and December 31, 2007. 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, the lower threshold of the salary range is provided, as well as the EEO Category to which the title is assigned. For each job title, CALIFORNIA POLYTECHNIC STATE UNIVERSITY identified the total number of employees, the number of male and female employees, the total number of minority employees, the male and female minority employees, the total number of White, Black, Hispanic, Asian or Pacific Islander, American Indian or Alaskan Native employees, 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 CALIFORNIA POLYTECHNIC STATE UNIVERSITY 's lines of progression. Lines of progression (career ladders/career paths) identify the job titles through which an employee can move to the top of a line. For each line of progression, applicable departments are identified. These are the departments which employ persons in the job titles in the specified line of progression. Some lines of progression are limited to only one department, while others are found throughout several departments.

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

See **Exhibit 3** for a copy of the Workforce Analysis/Lines of Progression for each 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.

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

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

Each job group appears on a Job Group Report with a job group name and number. The report lists each job title in the job group. For each job title, the worksheet provides the following information: EEO reporting category, pay grade, job title, employee headcounts for each job title, and overall percentages by gender and race/ethnicity as of December 31, 2007.

See **Exhibit 4** for a copy of the Job Group reports for each 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 CALIFORNIA POLYTECHNIC STATE UNIVERSITY for a given job group in the relevant labor market during the life of the AAP. Availability indicates the approximate level at which each race/ethnic and sex group could reasonably be expected to be represented in a job group if CALIFORNIA POLYTECHNIC STATE UNIVERSITY 's employment decisions are being made without regard to gender, race, or ethnic origin. Availability estimates, therefore, are a way of translating equal employment opportunity into concrete numerical terms. Correct comparisons of incumbency to availability, worthwhile and attainable goals, and real increases in employment for problem groups depend on competent and accurate availability analyses. With valid availability data, we can compare the percentages of those who could reasonably be expected to be employed versus our current employment (from the workforce analysis), identify problem areas or areas of deficiency, and establish goals to correct the problems.

### Steps in Comparison of Incumbency to Availability

#### Identify Availability Factors

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

1. **External Factor:** The external requisite skills data comes from the 2000 Census of Population. The following geographical areas (Local, National and California) were chosen based on current practices and were specifically drawn to have the effect of including the most qualified applicant to include qualified minorities and women. When evaluating specific job groups, factors that have historically not provided candidates were not utilized.
  - a. **Local labor area** is defined as San Luis Obispo County, CA and Santa Barbara County, CA
  - b. **Reasonable labor area:** The reasonable recruitment areas (other than local) were manually defined based upon recruitment patterns associated with individual jobs within the University. In addition to the local recruitment areas shown above the University also identified two other recruitment areas: **National and California.** Weighting of the respective areas was determined based upon historical recruitment and hiring data, as well as what would be "reasonably" expected to occur based upon 2000 Census data and the implementation of equitable employment practices.

A zip code analysis of total applicants for all jobs and a zip code analysis by job groups are included as Exhibits 5A and 5B, respectively. Local zip codes may include University job group feeder pools.

2. **Internal Factor**: The feeder positions for each job group were chosen based on reasonable paths of progression within the University, and include all promotional, transferable, and trainable employees.
3. **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.

Factors utilized for each job group are outlined below:

#### **1A – EXECUTIVE**

**Factor 1: National ~ 100 Percent**

#### **1B – ADMINISTRATOR IV**

**Factor 1: National ~ 70 Percent**

**Factor 2: Feeder Job Computations ~ 30 Percent**

#### **1C – ADMINISTRATOR III**

**Factor 1: National ~ 70 Percent**

**Factor 2: California ~ 20 Percent**

**Factor 3: Local ~ 5 Percent**

**Factor 4: Feeder Job Computations ~ 5 Percent**

#### **1D – ADMINISTRATOR I & II**

**Factor 1: National ~ 70 Percent**

**Factor 2: California ~ 10 Percent**

**Factor 3: Feeder Job Computations ~ 20 Percent**

#### **2A – PHYSICIANS/HEALTH CARE**

**Factor 1: National ~ 4 Percent**

**Factor 2: California ~ 84 Percent**

**Factor 3: Local ~ 12 Percent**

#### **3A – TENURED AND PROBATIONARY FACULTY**

**Factor 1: National ~ 75 Percent**

**Factor 2: California ~ 10 Percent**

**Factor 3: Local ~ 10 Percent**

**Factor 4: Feeder Job Computations ~ 5 Percent**

#### **3B – TEMPORARY LECTURERS**

**Factor 1: National ~ 10 Percent**

**Factor 2: California ~ 4 Percent**

**Factor 3: Local ~ 86 Percent**

#### **3C – ATHLETIC INSTRUCTIONAL SUPPORT**

**Factor 1: National ~ 20 Percent**

**Factor 2: California ~ 80 Percent.**

### **3D – LIBRARY INSTRUCTIONAL SUPPORT**

**Factor 1: National ~ 90 Percent**

**Factor 2: California ~ 10 Percent**

### **4A – STUDENT SERVICES LEVEL II**

**Factor 1: National ~ 10 Percent**

**Factor 2: Local ~ 80 Percent**

**Factor 3: Feeder Job Computations ~ 10 Percent**

### **4B – STUDENT SERVICES LEVEL I**

**Factor 1: National ~ 10 Percent**

**Factor 2: California ~ 40 Percent**

**Factor 3: Local ~ 40 Percent**

**Factor 4: Feeder Job Computations ~ 10 Percent**

### **4C – ACADEMIC TECHNICAL SUPPORT**

**Factor 1: Local ~ 80 Percent**

**Factor 2: Feeder Job Computations ~ 20 Percent.**

### **5A – MAINTENANCE & OPERATIONS**

**Factor 1: Local ~ 90 Percent**

**Factor 2: Feeder Job Computations ~ 10 Percent**

### **6A – CRAFTS & TRADES**

**Factor 1: Local ~ 75 Percent**

**Factor 2: Feeder Job Computations ~ 25 Percent**

### **7A – CLERICAL LEVEL II**

**Factor 1: Local ~ 60 Percent**

**Factor 2: Feeder Job Computations ~ 40 Percent**

### **7B – CLERICAL LEVEL I**

**Factor 1: Local ~ 100 Percent**

### **7C – ADMINISTRATIVE SUPPORT LEVEL II**

**Factor 1: Local ~ 60 Percent**

**Factor 2: Feeder Job Computations ~ 40 Percent**

### **7D – ADMINISTRATIVE SUPPORT LEVEL I**

**Factor 1: Local ~ 80 Percent**

**Factor 2: Feeder Job Computations ~ 20 Percent**

### **7E – SECURITY MAINTENANCE**

**Factor 1: Local ~ 100 Percent**

### **8A – PUBLIC SAFETY**

**Factor 1: California ~ 85 Percent**

**Factor 2: Feeder Job Computations ~ 15 Percent**

### **9A – TECHNICAL SUPPORT LEVEL II**

**Factor 1: California ~ 60 Percent**

**Factor 2: Local ~ 30 Percent**

**Factor 3: Feeder Job Computations ~ 10 Percent**

### **9B – TECHNICAL SUPPORT LEVEL I**

**Factor 1: Local ~ 25 Percent**

**Factor 2: Feeder Job Computations ~ 75 Percent**

### **9C – RESEARCH & DATA SUPPORT**

**Factor 1: California ~ 10 Percent**

**Factor 2: Local ~ 80 Percent**

**Factor 2: Feeder Job Computations ~ 10 Percent**

**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.

See **Exhibit 6** for a copy of the Final Availability reports for each job group.

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

Once final availability estimates were made for each job group, CALIFORNIA POLYTECHNIC STATE UNIVERSITY compared the percentage of incumbents in each job group to their corresponding availability. A comparison was made between the percentage employed as of December 31, 2007 and that group's final availability.

See **Exhibit 7** for a copy of the Comparison of Incumbency to Availability reports for each job group.

## CHAPTER 6: PLACEMENT GOALS

### 41 C.F.R. § 60-2.16

CALIFORNIA POLYTECHNIC STATE UNIVERSITY has established a percentage annual 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. CALIFORNIA POLYTECHNIC STATE UNIVERSITY believes these goals are attainable. 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 persons 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 CALIFORNIA POLYTECHNIC STATE UNIVERSITY hire a specified number of minorities or women.

Goals are not rigid and inflexible quotas which must be met, but are instead reasonable targets for CALIFORNIA POLYTECHNIC STATE UNIVERSITY to apply every good faith effort to make all aspects of the entire AAP work. A goal is a guidepost against which CALIFORNIA POLYTECHNIC STATE UNIVERSITY can measure progress in remedying identified deficiencies in CALIFORNIA POLYTECHNIC STATE UNIVERSITY 's workforce. By setting realistic goals, based on expected vacancies and anticipated availability of skills within the relevant labor area, and using a job-related selection system, CALIFORNIA POLYTECHNIC STATE UNIVERSITY should be able to meet the goals, assuming we conduct effective recruitment and advertising efforts to ensure an adequate pool of qualified minority and/or female qualified applicants from which to make selections.

In establishing goals, CALIFORNIA POLYTECHNIC STATE UNIVERSITY considered the results which could reasonably be expected from putting forth every good faith effort to make our overall AAP work. We involved personnel-relations staff, department heads, and unit managers and supervisors in the goal-setting process. Goals were not established that would exclude any gender or race/ethnic group.

See **Exhibit 8** for a copy of the Goals report for each job group.

**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, CALIFORNIA POLYTECHNIC STATE UNIVERSITY has designated specific responsibilities to various staff to ensure the AAP focuses on all components of the employment system. To that end, Warren J. Baker, President of CALIFORNIA POLYTECHNIC STATE UNIVERSITY has overall responsibility for implementation of the Equal Employment Opportunity and Affirmative Action Program. The University has assigned primary management responsibility and accountability for ensuring full compliance with the program to Martha Cody, Director of Employment Equity and Affirmative Action Officer. This authority is granted through Michael H. Suess, the Associate Vice President for Academic Personnel. President Baker has made available adequate authority, resources, support of and access to top management to ensure the effective implementation of the affirmative action program. The President actively supports and Program and provides assistance whenever it is needed by making managers and supervisors aware of the Program and requesting their cooperation and assistance. Contact information regarding CALIFORNIA POLYTECHNIC STATE UNIVERSITY's employment equity and affirmative action program appears on internal and external communications related to these University program and can be directly accessed through the Employment Equity website at:  
<http://www.employequity.calpoly.edu/>.

President

The primary responsibility and accountability for implementing the AAP rests with the President, Warren J. Baker. This person is responsible, through the Associate Vice President for Academic Personnel and the Director of Employment Equity, for adherence to CALIFORNIA POLYTECHNIC STATE UNIVERSITY 's policy of equal employment opportunity and affirmative action. This role includes, but is not limited to, the following duties:

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

### Associate Vice President for Academic Personnel

As the Associate Vice President for Academic Personnel, Michael H. Suess is responsible for overall supervision of the AAP. The Associate Vice President for Academic Personnel ensures, through the Director of Employment Equity, department managers and supervisors, that all relevant policies and procedures are adhered to. Successful implementation of this program is a basis for evaluating the Associate Vice President for Academic Personnel's effective work performance. The Associate Vice President for Academic Personnel responsibilities include, but are not limited to, the following:

1. Ensure that CALIFORNIA POLYTECHNIC STATE UNIVERSITY adheres to the stated policy of equal employment opportunity, and monitor the application of equal employment opportunity policies.
2. Ensure that the AAP is reviewed and updated annually in accordance with CALIFORNIA POLYTECHNIC STATE UNIVERSITY 's stated policy.
3. Participate in periodic discussions with management, supervision, and all other employed personnel to ensure AAP and equal employment opportunity policies are being followed.
4. Review the qualifications of all employees to ensure equitable opportunity, based on job-related employment practices, is given to all for transfers and promotions.
5. Conduct periodic audits of: 1) training programs and hiring and promotion patterns to remove impediments to the attainment of AAP goals and objectives, 2) facilities to ensure they are maintained for the use and benefit of all employees and integrated both in policy and practice, and 3) sponsored educational, training, recreational, and social activities to ensure that all employees are encouraged to participate in accordance with policies on non-discrimination.
6. Ensure that all new employees receive a special orientation to CALIFORNIA POLYTECHNIC STATE UNIVERSITY 's equal employment opportunity policy and are thoroughly informed with regard to the AAP and its objectives.
7. Periodically analyze applicant flow to determine the mix of persons applying for employment by race/ethnic origin and gender.

## Director of Employment Equity

As the Director of Employment Equity, Martha Cody is responsible for ensuring the directives of the President and Associate Vice President for Academic Personnel are implemented. The Director of Employment Equity's duties include, but are not limited to, the following:

1. Provide direction to CALIFORNIA POLYTECHNIC STATE UNIVERSITY 's employees, as necessary, to carry out all actions required to meet the Company's equal employment opportunity and affirmative action commitments.
2. Review, report on, and update CALIFORNIA POLYTECHNIC STATE UNIVERSITY 's AAP at least on an annual basis in accordance with stated policy.
3. Responsible for the design and effective implementation of the AAP at all establishments.
4. Develop, implement, and maintain audit and reporting systems to measure effectiveness of equal employment opportunity programs, including those that will indicate the need for remedial action and determine the degree to which goals and objectives have been obtained.
5. Advise management in the modification and development of CALIFORNIA POLYTECHNIC STATE UNIVERSITY 's policies to ensure the enhancement of equal employment opportunity for all employees and potential employees within existing equal employment opportunity guidelines.
6. Conduct periodic audits to ensure all required posters and those advertising CALIFORNIA POLYTECHNIC STATE UNIVERSITY 's equal employment opportunity policies and AAP are displayed and that CALIFORNIA POLYTECHNIC STATE UNIVERSITY 's equal employment opportunity and AAP policies are being thoroughly communicated.
7. Assist in review and revision of all policies, procedures, and rules to ensure they are not in violation of federal or state laws and regulations.

## Managers and Supervisors

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

1. Aggressively adhere to CALIFORNIA POLYTECHNIC STATE UNIVERSITY 's equal employment opportunity and affirmative action policy.
  - A. Support and assist the Associate Vice President for Academic Personnel and Director of Employment Equity 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 CALIFORNIA POLYTECHNIC STATE UNIVERSITY 's policy.
4. Implement the internal promotion and transfer of all employees under their supervision consistent with AAP goals and objectives.
5. Assist in identifying problem areas and provide needed information for establishing and meeting department affirmative action goals and objectives.

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

**Terminology**

*The phrases “comparison of incumbency to availability,” and “problem area” appearing in this chapter are terms CALIFORNIA POLYTECHNIC STATE UNIVERSITY is required by government regulations to use. The criteria used in relation to these terms are those specified by the government. These terms have no independent legal or factual significance. Although CALIFORNIA POLYTECHNIC STATE UNIVERSITY will use the terms in good faith in connection with its AAP, such use does not necessarily signify the University 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, CALIFORNIA POLYTECHNIC STATE UNIVERSITY has conducted studies to identify problem areas in each of its selection procedures (i.e., hires, promotions, and terminations). CALIFORNIA POLYTECHNIC STATE UNIVERSITY will continue to monitor and update these studies during each AAP year. In each case where potential problem areas have been identified, affirmative actions, as appropriate, will be taken consistent with any of the action-oriented programs described in Chapter 9 of this AAP.

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

Background: Budget reductions in recent years have placed restrictions upon CALIFORNIA POLYTECHNIC STATE UNIVERSITY’s ability to create new positions, fill vacant positions and in some cases have resulted in labor force reductions. California’s Proposition 209 has also placed legal constraints upon preferential hiring practices and restricted the University’s ability to implement more aggressive affirmative hiring practices that would benefit women and minorities. A third factor affecting CALIFORNIA POLYTECHNIC STATE UNIVERSITY’s hiring practices is the legal mandates placed upon the University to comply with collective bargaining agreements that entitle existing University employees to preferential hiring in some Job Groups. An analysis of the overall incumbency of CALIFORNIA POLYTECHNIC STATE UNIVERSITY’s employees does not adjust for two additional factors. The availability of qualified women and members of minority groups is disproportionately underrepresented in many of the more technical academic disciplines. Despite over 20 years of efforts to attract qualified minority applicant in all job groups, results have been limited by the small population of minorities in the local communities in terms of recruitment and to provide a critical mass for a support network in the University’s rural setting.

**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. See **Exhibit 3** for a copy of the Workforce Analysis by organizational unit.

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. See **Exhibit 7** for a copy of the Comparison of Incumbency to Availability reports for each job group.

**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 **Exhibit 9** for a copy of the Personnel Transaction reports 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 Group. See **Exhibit 10** for a copy of the Compensation Analyses conducted for each Job Group..

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

CALIFORNIA POLYTECHNIC STATE UNIVERSITY tailors our action-oriented programs each year to ensure they are specific to the problem identified. The University has developed and executed action-oriented programs designed to correct any problem areas that may exist.

**Action-Oriented Program:**

The Action-Oriented Programs designed to address the underutilization of women and minorities are listed below. These Action-Oriented Programs, which are listed below, demonstrate the University's good faith efforts to remove identified barriers, expand employment opportunities, and produce measurable results.

1. The University has analyzed and will continue to analyze all positions and prepare written descriptions to accurately reflect position functions.
2. Job Descriptions are available to incumbents and all members of management involved in the recruiting, screening, selection, and promotion process. Job descriptions are also made available to employees, applicants, and recruiting sources as appropriate.
3. The University has carefully evaluated the total selection process and found it to be free from discrimination.
  - A. All supervisory personnel ensure elimination of discrimination in all personnel actions in which they are involved.
  - B. Any tests administered by the University are job-related and given to all applicants for the applicable position.
  - C. Application forms do not contain questions with potential discriminatory effects.
  - D. The University does not and will not use any selection techniques that can be improperly used to discriminate against minority groups or women.
  - E. An "Employment Equity Facilitator" will be assigned to every University search committee to ensure that the selection process does not improperly discriminate against any minority group or women.
  - F. At the conclusion of every search process the Employment Equity Facilitator will complete an employment equity report and sign the personnel action form acknowledging that appropriate, non-discriminatory practices were adhered to during the selection process.

4. The University has evaluated its techniques for improving recruitment and increasing the flow of qualified minority or female applicants through the following
  - A. Minority and women, as well as non-minorities and male, employees are actively encouraged to refer applicants to the University.
  - B. The University provides an orientation program to inform new employees of their equal employment responsibilities, promotional opportunities, methods to alleviate any problems that might arise, and other issues related to affirmative action compliance.
5. The University has implemented the following programs and procedures to ensure that minority and female employees are given equal opportunities for promotion.
  - A. On-the-job training is provided, as appropriate, to all qualified employees to assist them in developing the necessary knowledge and skills for promotion to higher-level jobs. In addition, a tuition reimbursement benefit is also available to all qualified employees.
  - B. The University utilizes a formal performance evaluation program for all employees. In addition, management and supervisors are trained on the basic methodology of performance evaluation.
  - C. Neither minority nor female employees are required to possess higher qualifications than those of the lowest qualified incumbent in the job for which they apply.

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

CALIFORNIA POLYTECHNIC STATE UNIVERSITY has developed and implemented an auditing system that periodically measures the effectiveness of its total Affirmative Action Plan. The University views the activities that are listed below as critical to the success of the AAP.

- a. The Director of Employment Equity will continued to monitor records of applicant flow, referrals, placements, rejected offers, training, transfers, promotions, terminations, and any layoffs or recalls to ensure that the non-discriminatory policy is carried out. Procedures will be reviewed and revised as problems are identified through this process.
- b. Top management is and will continue to be informed of any problems that arise in their respective areas so that immediate and appropriate steps can be taken to resolve any issues.
- c. The University recognizes its responsibility to affirmative action and is committed to fulfilling this responsibility by complying with all government regulations and laws pertaining to equal employment opportunity. As part of this commitment, management will be kept abreast of developments in the affirmative action area. The primary vehicle for communication with management will be periodic affirmative action briefings.
- d. Progress on the University's Affirmative Action Plan will be discussed at supervisors meetings, and relevant information will be communicated to employees during regular departmental meetings as appropriate.
- e. The Director of Employment Equity will periodically report to the President of the University and other appropriate top management on the effectiveness of the program and will submit recommendations for improvements.

## CONCLUSION

The Affirmative Action Plan Year, January 1, 2008 to December 31, 2008, shows a continued commitment to equal employment opportunity and affirmative action by the University.

Though it's Affirmative Action Officer, Martha Cody, Director of Employment Equity, the University will continue to communicate its policies, both within the organization and to the community in which we work. President Baker via Michael Suess, Associate Vice President for Academic Personnel, affords the Director of Employment Equity full authority to take action to implement the plan and to pursue solutions to problems that might impede the progress of this plan.

At the close of the California Polytechnic State University's most recent Plan year, an analysis of the composition of the workforce was undertaken. The workforce was analyzed by job group and by department to determine the employment of minorities and women, and to identify if placement goals are indicated when compared to the appropriate available workforce. The following data collection change from a "one-day snap shot within the evaluation year" to "one-year of employee data" and the decision on how individuals who choose not to declare their ethnicity had significant impact on the Faculty-Tenured and Probationary and Temporary Lecturer job groups. In prior affirmative action plans, only the lecturers and faculty in the faculty early-retirement program (FERP) that taught in the quarter in which the one-day snapshot occurred were counted. For the 2008 Plan, employee data from January 1, 2007 through December 31, 2007 was evaluated which included all lecturers and FERPs for the calendar year 2007 providing a more accurate picture of employee data. The change in data collection increased the number of tenure and tenure track faculty and lecturers in the plan by 100 and 102 respectively. In addition, the software does not allow for employees with "undeclared" ethnicity. Therefore, all employees with a status of "undeclared" ethnicity were placed in "white."

The analysis reveals that in the 2008 Plan there is:

- continued improvement (i.e., reduction) in the number of areas in which the difference between incumbency versus availability showed employment levels of women and minorities as underrepresented (i.e., 2006 Plan=12 areas, 2007 Plan=11 areas, 2008 Plan=10 areas);
- improvement in female and minority representation in seven areas: Administrative IV, Administrator I & II, Tech Support II and Research and Data Support job groups for employment of women; and Administrative I & II, Tech Support II and Physicians/Health Care for employment of minorities.

- an increase in the number of females and minorities necessary to eliminate under-representation in Tenured and Probationary Faculty; and in the number of minorities to eliminate under-representation in the Lecturer job group as a result of the data collection change.

Nonetheless, the University expects to continue its successful outreach efforts and to ensure that all applicants and employees are treated fairly, based on job-related criteria and without regard to race, color, religion, sex, age, disability, veteran status, national origin, or any other characteristic protected by applicable law with the stated objective of achieving a zero (0) difference between incumbency versus estimated availability in all aspects of the California Polytechnic State University workforce.

The University is mindful of the fact that continued achievements in the area of equal employment opportunity and affirmative action are important. As a result, we have included additional action-oriented plans and programs for recruiting, communication, and reporting, to ensure that our compliance with affirmative action continues in good stead.

Finally, it should be noted that the University is in full compliance with discrimination guidelines protecting the rights of women and minorities. As outlined in this Affirmation Action Plan, California Polytechnic State University is committed to make affirmation action a priority.

**CALIFORNIA POLYTECHNIC STATE UNIVERSITY  
2008 AFFIRMATIVE ACTION PLAN**

**PART II: AFFIRMATIVE ACTION PLAN FOR DISABLED VETERANS, OTHER  
VETERANS, AND PERSONS WITH DISABILITIES**

**FOR**

**January 1, 2008 – December 31, 2008**

## PART II

### AAP FOR DISABLED VETERANS, OTHER VETERANS, AND PERSON WITH DISABILITIES

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**CHAPTER A: POLICY STATEMENT**  
**41 C.F.R. §§ 60-250.44(a); 60-741.44(a)**

It is the policy of CALIFORNIA POLYTECHNIC STATE UNIVERSITY and my personal commitment that equal employment opportunity be provided in the employment and advancement of disabled veterans, other veterans, and persons with disabilities at all levels of employment, including the executive level. CALIFORNIA POLYTECHNIC STATE UNIVERSITY does not and will not discriminate against any applicant or employee because he or she is a disabled veteran, other veteran, or because of a physical or mental disability in regard to any position for which the applicant or employee is qualified. In addition, CALIFORNIA POLYTECHNIC STATE UNIVERSITY is committed to a policy of taking affirmative action to employ and advance in employment qualified disabled veterans, other veterans, and individuals with disabilities. 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. CALIFORNIA POLYTECHNIC STATE UNIVERSITY will make every effort to provide reasonable accommodations to any physical and mental limitations of individuals with disabilities and to disabled veterans.

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 disabled veterans, other veterans, and persons with disabilities.

**CHAPTER B: REVIEW OF PERSONNEL PROCESSES**  
**41.C.F.R. §§ 60-250.44(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 covered veterans and employees and applicants with disabilities, reviews are periodically made of the Company's examination and selection methods to identify barriers to employment, training, and promotion.

- 1) CALIFORNIA POLYTECHNIC STATE UNIVERSITY periodically conducts a review of its employment processes to ensure thorough and systematic consideration of the job qualifications of known covered veteran applicants and employees and 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 disabled veterans, other veterans, and individuals with disabilities, both applicants and employees. In determining the qualifications of a covered veteran, consideration is given only to that portion of the military record, including discharge papers, relevant to the job qualifications for which the veteran is being considered.
  
- 2) The company ensures that its personnel processes do not stereotype disabled persons or veterans in a manner which limits their access to jobs for which they are qualified.

**CHAPTER C: PHYSICAL AND MENTAL QUALIFICATIONS**  
**41.C.F.R. §§ 60-250.44(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 covered veteran and employees and applicants with disabilities, reviews are periodically made of the University's physical and mental qualifications and requirements as they relate to employment, training, and promotion. Job qualification requirements are established or revised to ensure that qualification requirements do not screen out qualified individuals with disabilities or qualified special disabled veterans for reasons that are not job-related, consistent with business necessity and the safe performance of the essential functions of the job.

To the extent that any physical or mental job qualification measurements tend to screen out qualified individuals with disabilities or qualified special disabled veterans in the selection of employees or applicants for employment or in other change in employment status such as promotion or training, CALIFORNIA POLYTECHNIC STATE UNIVERSITY will assure that the requirements are related to the specific job(x) for which the individual is being considered and are consistent with business necessity and the safe performance of the job.

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

### **41 C.F.R §§ 60-250.44(d); 60-741.44(d)**

CALIFORNIA POLYTECHNIC STATE UNIVERSITY will make every effort to provide reasonable accommodations to physical and mental limitations of applicants and employees with disabilities or who are disabled veterans unless it can demonstrate that the accommodations would impose an undue hardship on the operation of business. CALIFORNIA POLYTECHNIC STATE UNIVERSITY will confidentially review performance issues of employees with known disabilities to determine whether a reasonable accommodation is needed when: 1) the employee is having significant difficulty with job performance, and 2) it is reasonable to conclude that the problem is related to the known disability.

Included among the specific accommodations for individuals with disabilities and special disabled veterans that have been implemented are the following:

1. Short- and long-term disability programs that provide pay for eligible employees absent due to disability.
2. A personal leave policy that enables eligible employees to accumulate paid time off to be used for medical appointments, personal illness, or any other reason.
3. A medical leave of absence is available to any employee who provides medical documentation of disability.
4. Should reasonable accommodations be necessary to facilitate access to work areas by employees or applicants who are qualified individuals with disabilities or qualified special disabled veterans, the University will take any reasonable steps to provide such accommodations.
5. If necessary to accommodate a disability, the University will redesign jobs to eliminate nonessential functions unless the redesign creates an undue hardship.
6. The University will arrange suitable work hours for employees returning from sick leave, leave of absence, and long-term disability where that arrangement is reasonable.
7. The University will accommodate employees with disabilities by allowing a reasonable amount of time off for physicians' visits.
8. Special parking for individuals with disabilities or special disabled veterans is available at the University.

If an individual has a disability or is a special disabled veteran, he or she is encouraged to inform the University about (1) any special methods, skills, and procedures which qualify him or her for positions which he or she might not otherwise be able to do so that he or she will be considered for any position of that kind, and (2) the accommodations which would enable him or her to perform the job properly and safely, including special equipment, changes in the physical layout of the job, elimination of certain duties related to the job, provision of personal assistance services, or other accommodations.

Applicants and employees may contact the following at any time to formally request an accommodation:

Name: Martha Cody  
Title: Director of Employment Equity  
Phone: 805.756.6770  
Email: [employequity@calpoly.edu](mailto:employequity@calpoly.edu)

**CHAPTER E: HARASSMENT**  
**41.C.F.R. §§ 60-250.44(e); 60-741.44(e)**

CALIFORNIA POLYTECHNIC STATE UNIVERSITY system has developed a policy and procedures to ensure that its employees, including those who are disabled or veterans are not harassed due to those conditions. For additional information contact the Office of the Chancellor or visit the system-wide employment equity Web site at:

<http://www.calstate.edu/HR/epindex.shtml>

Employees of and applicants to California Polytechnic State University, San Luis Obispo will not be subject to harassment, intimidation, threats, coercion, or discrimination because they have engaged or may engage in filing a complaint, assisting in a review, investigation or hearing, or have otherwise sought to obtain their legal rights related to any federal state, local law, CSU or the University policy regarding EEO for qualified individuals with disability or qualified protected veterans. Any employees or applicants who feel that they have been subject to harassment, intimidation, threats, coercion, or discrimination because of their disability or status as a qualified protected veteran should contact Martha Cody, Director of Employment Equity at 805-756-6770 for assistance.

**CHAPTER F: EXTERNAL DISSEMINATION OF POLICY, OUTREACH AND  
POSITIVE RECRUITMENT**  
**41 C.F.R. §§ 60-250.44(f); 60-741.44(f)**

CALIFORNIA POLYTECHNIC STATE UNIVERSITY has reviewed its employment practices to determine whether personnel programs provide the required affirmative action for employment and advancement of qualified individuals with disability and qualified covered veterans. While the University believes that there are no deficiencies in its current employment practices with respect to these employees, it has planned the following outreach, positive recruitment, and external dissemination programs to augment its existing affirmative efforts.

1. All executives, management officials, supervisors, and other employees of the University will be encouraged to assist in the effort to disseminate CALIFORNIA POLYTECHNIC STATE UNIVERSITY's policy of affirmative action to individuals outside of the University.
2. CALIFORNIA POLYTECHNIC STATE UNIVERSITY will incorporate the affirmative action clause for individuals with disabilities in purchase orders, leases, and contracts made by the University that are covered by the Rehabilitation Act of 1973, as amended, and its implementing regulations, and the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, and its implementing regulations.
3. CALIFORNIA POLYTECHNIC STATE UNIVERSITY will make reasonable accommodations for qualified individuals with disabilities and qualified special disabled veterans.
4. When CALIFORNIA POLYTECHNIC STATE UNIVERSITY advertises in newspapers for prospective employees, the advertisement will include the EEO solicitation "Equal Opportunity Employer M/F/D/V" or a relevant abbreviation.
5. CALIFORNIA POLYTECHNIC STATE UNIVERSITY will also grant leaves of absences to employees who participate in honor guards for the funeral of veterans.

**CHAPTER G: INTERNAL DISSEMINATION OF POLICY**  
**41 C.F.R. §§ 60-250.44(g); 60-741.44(g)**

In order to gain positive support and understanding for the affirmative action program for disabled veterans, other veterans, and individuals with disabilities CALIFORNIA POLYTECHNIC STATE UNIVERSITY will implement or continue to implement the following internal dissemination procedures, all of which are the responsibility of the Director of Employment Equity. The following policies and procedures are designed to foster support and understanding from CALIFORNIA POLYTECHNIC STATE UNIVERSITY's executive staff, management, supervisor's, and other employees in an effort to encourage all employees to take the necessary actions to aid CALIFORNIA POLYTECHNIC STATE UNIVERSITY in meeting its obligations.

1. CALIFORNIA POLYTECHNIC STATE UNIVERSITY will communicate to employees its obligation to take affirmative action to employ qualified individuals with disabilities and qualified Covered Veterans and will encourage employee referral of covered applicants.
2. CALIFORNIA POLYTECHNIC STATE UNIVERSITY's Statement on Nondiscrimination is posted on University bulletin boards, appropriate campus Web sites and publications. This statement is the University's policy on nondiscrimination. It specifically states the University's commitment to assuring equal opportunities in educational programs and employment without regards to race, color, religion, sex, marital status, pregnancy, sexual orientation, national origin, age, disability or veteran status.
3. Communication with executive management and supervisory personnel will be conducted at least annually to explain the University's policy of affirmative action and to impart to these personnel their responsibility in making the AAP a success. Top-level management personnel will attend these meetings so that all will know their support of affirmative action.
4. Include non-discrimination clauses in all union agreements, and review all contractual provisions to ensure they are non-discriminatory. See Exhibit B for copies o Union Agreements which include non-discrimination clauses.
5. Post the University Non-Discrimination Policy on University bulletin boards, along with the University's Harassment Policy which includes protection from harassment on the basis of disability. See Exhibit B for a copy of the University's Harassment Policy.
6. 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. §§ 60-250.44(h); 60-741.44(h)**

CALIFORNIA POLYTECHNIC STATE UNIVERSITY has developed and currently implements an audit and reporting system that addresses the following:

1. Measures the effectiveness of CALIFORNIA POLYTECHNIC STATE UNIVERSITY's overall Affirmative Action Program and whether the company is in compliance with specific obligations.
2. Indicates the need for remedial action.
3. Measures the degree to which CALIFORNIA POLYTECHNIC STATE UNIVERSITY's objectives are being met.
4. Whether there are any undue hurdles for individuals with disabilities and other veterans regarding company sponsored educational, training, recreational, and social activities.
5. The University recognizes its responsibility to affirmative action and is committed to fulfilling this responsibility by complying with all government regulations and laws pertaining to equal employment opportunity. As part of this commitment, management will be kept abreast of developments in the affirmative action area.

**CHAPTER I: RESPONSIBILITY FOR IMPLEMENTATION**  
**41 C.F.R. §§ 60-250.44(i); 60-741.44(i)**

As part of its efforts to ensure equal employment opportunity to disabled veterans, other veterans, and individuals with disabilities, CALIFORNIA POLYTECHNIC STATE UNIVERSITY has designated specific responsibilities to various staff to ensure the AAP focuses on all components of the employment system. Warren J. Baker, President of CALIFORNIA POLYTECHNIC STATE UNIVERSITY has overall responsibility for implementation of the Equal Employment Opportunity and Affirmative Action Program. To this end, President Baker, has made available adequate authority, resources, support of and access to top management to ensure the effective implementation of the affirmative action Program. The President actively supports the Program and has assigned primary management, responsibility and accountability for ensuring full compliance with the program to the Associate Vice President for Academic Personnel and Director of Employment Equity. In addition those employed as supervisors and managers have undertaken the responsibilities described below.

Associate Vice President for Academic Affairs

As Associate Vice President for Academic Affairs, Michael Suess is responsible for providing top management support for the University's AAP. Responsibilities include, but are not limited to:

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

Director of Employment Equity

As Director of Employment Equity, Martha Cody is responsible for overall supervision of the AAP. As Director of Employment Equity, she ensures through the department managers and supervisors that all relevant policies and procedures are adhered to.

The Director of Employment Equity's responsibilities include, but are not limited to, the following:

1. Development of policy statements, affirmative action program methods, and internal and external communication techniques. Affirmative action policies and procedure will

continue to be developed to ensure an efficient yet positive interaction between the Director of Employment Equity and the managers charged with employment responsibility.

2. Assist in the identification of problem areas, and develop strategies to eliminate any problems.
3. Assist line management and supervisors in devising solutions to equal employment problems, including counseling and training, to ensure full understanding of affirmative action and EEO policies and procedures.
4. Design and implement monitoring and reporting methods that will
  - Measure the effectiveness of the University's Equal Employment and Affirmative Action Program.
  - Indicate any need for remedial action.
  - Determine the degree to which the University's goals and objectives are being attained.
  - Provide management with a working understanding of the University's Affirmative Action Plan goals and objectives.
5. Meet with managers, supervisors, and employees to assure that the University's EEO policies are being followed.
6. Serve as a liaison between the University and enforcement agencies.
7. Keep management informed of developments in the equal employment opportunity and affirmative action area.
8. Conduct period audits to ensure that the University complies in the following ways:
  - EEO posters are properly displayed.
  - All employees are afforded the opportunity and are encouraged to participate in all University-sponsored educational, training, recreation, and social activities.
9. Ensure the University's VETS-100 form is filed annually with the Secretary of Labor.

### **Department Supervisors and Managers**

1. Assisting the Director of Employment Equity in the identification of any problem areas and helping to eliminate any barriers to equal employment opportunity.
2. Perform periodic audits of hiring and promotion patterns and training programs to isolate impediments to the attainment of affirmative action goals and objectives. Results from these audits are communication through appropriate management meetings.
3. Review the qualifications of employees to ensure that minorities and women are given full opportunity for transfers and promotions.
4. Providing career counseling for employees as needed.

**CHAPTER J: TRAINING**  
**41 C.F.R. §§ 60-250.44(j); 60-741.44(j)**

CALIFORNIA POLYTECHNIC STATE UNIVERSITY trains all employees involved in any way with the recruitment, selection, promotion, disciplinary actions, training, and related processes of individuals with disabilities or other veterans to ensure commitment to the company's stated Affirmative Action goals.

**CHAPTER K: COMPENSATION**  
**41 C.F.R. §§ 60-250.21(i); 60-741.21(i)**

It is the policy of CALIFORNIA POLYTECHNIC STATE UNIVERSITY that when offering employment or promotion to disabled veterans, other 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.