

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

**for**

**CALIFORNIA STATE UNIVERSITY, LONG BEACH  
1250 Bellflower Blvd.,  
Long Beach, CA 90840  
562 985 8256**

**NOVEMBER 1, 2024 THROUGH OCTOBER 31, 2025**

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

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

**AA/EEO Contact:** Larisa Hamada  
EEO Officer  
CALIFORNIA STATE UNIVERSITY, LONG BEACH  
6300 State University Drive (MS 0605), Suite 220  
Long Beach, CA 90815  
562-985-8256

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# CALIFORNIA STATE UNIVERSITY, LONG BEACH AAP

## TABLE OF CONTENTS

Background.....	4
Applicable Affirmative Action Laws and Regulations.....	4
Covered Groups Under Affirmative Action Laws and Regulations.....	5
Program Terminology.....	6
Reliance on EEOC’s Guidelines.....	6
Reporting Period.....	7
Statement of Purpose for Parts I and II.....	8
<b>PART I: AFFIRMATIVE ACTION PLAN FOR MINORITIES AND WOMEN.....</b>	<b>9</b>
Table of Contents.....	10
Chapter 1: Organizational Profile.....	11
Chapter 2: Job Group Analysis.....	12
Chapter 3: Placement of Incumbents in Job Groups.....	13
Chapter 4: Determining Availability.....	14
Chapter 5: Comparing Incumbency to Availability.....	16
Chapter 6: Placement Goals.....	17
Chapter 7: Designation of Responsibility.....	18
Chapter 8: Identification of Problem Areas.....	21
Chapter 9: Action-Oriented Programs.....	23
Chapter 10: Internal Audit and Reporting.....	26
<b>PART II: AFFIRMATIVE ACTION PLAN FOR PROTECTED VETERANS AND INDIVIDUALS WITH DISABILITIES.....</b>	<b>27</b>
Table of Contents.....	28
Chapter A: Policy Statement.....	29
Chapter B: Review of Personnel Processes.....	31
Chapter C: Physical and Mental Qualifications.....	32
Chapter D: Reasonable Accommodation to Physical and Mental Limitations.....	33
Chapter E: Harassment.....	34
Chapter F: External Dissemination of Policy, Outreach and Positive Recruitment.....	35
Chapter G: Internal Dissemination of Policy.....	36
Chapter H: Audit and Reporting System.....	38
Chapter I: Responsibility for Implementation.....	40
Chapter J: Training/Professional Development.....	42
Chapter K: Data Collection Analysis.....	43
Chapter L: Compensation.....	44

## **INTRODUCTION TO PARTS I AND II**

### **BACKGROUND**

CALIFORNIA STATE UNIVERSITY, LONG BEACH (CSULB) is a vibrant, comprehensive urban university with approximately 5000 employees and an enrollment of approximately 36,000 students. It is one of the largest campus' in the 23 member CSU system.

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

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

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

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

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

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

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

## **COVERED GROUPS UNDER AFFIRMATIVE ACTION LAWS AND REGULATIONS**

Coverage under affirmative action laws and regulations applies to:

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

Any veteran who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Secretary of Veterans Affairs, or who was discharged or released from active duty because of a service-connected disability.

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

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

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

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

### **PROGRAM TERMINOLOGY**

The terms, "comparison of incumbency to availability," "deficiency," and "problem area," appearing in this AAP, are terms CALIFORNIA STATE UNIVERSITY, LONG BEACH 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 STATE UNIVERSITY, LONG BEACH will use the terms in total good faith in connection with its AAP, such use does not necessarily signify that the Company agrees that these terms are properly applied to any particular factual situation and is not an admission of non-compliance with EEO laws, regulations, and objectives.

The comparison of incumbency to availability contained herein is required by Government regulations to be based on certain statistical comparisons. Geographic areas and sources of statistics used herein for these comparisons were used in compliance with Government regulations, as interpreted by Government representatives. The use of certain geographic areas and sources of statistics does not indicate CALIFORNIA STATE UNIVERSITY, LONG BEACH'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 STATE UNIVERSITY, LONG BEACH believes the jobs so grouped are of comparable worth.

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

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

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

Although CALIFORNIA STATE UNIVERSITY, LONG BEACH 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 dates:

- Employee (snapshot) data: 10/31/2024
- Transaction period (hires, promotions/transfers, and terminations): 11/1/2023-10/31/2024
- AAP implementation period: 11/1/2024-10/31/2025

## STATEMENT OF PURPOSE FOR PARTS I AND II

This AAP has been designed to bring women and men, members of minority groups, protected veterans, and individuals with disabilities into all levels and segments of CALIFORNIA STATE UNIVERSITY, LONG BEACH'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 STATE UNIVERSITY, LONG BEACH 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 STATE UNIVERSITY, LONG BEACH'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.



**AFFIRMATIVE ACTION PLAN  
EXECUTIVE ORDER 11246**

**FOR**

**CALIFORNIA STATE UNIVERSITY, LONG BEACH**

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

**FOR**

**NOVEMBER 1, 2024 THROUGH OCTOBER 31, 2025**

**PART I**

**AAP FOR MINORITIES AND WOMEN**

**TABLE OF CONTENTS**

**CHAPTER 1:** ORGANIZATIONAL PROFILE  
41 C.F.R. § 60-2.11

**CHAPTER 2:** JOB GROUP ANALYSIS  
41 C.F.R. § 60-2.12

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

**CHAPTER 4:** DETERMINING AVAILABILITY  
41 C.F.R. § 60-2.14

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

**CHAPTER 6:** PLACEMENT GOALS  
41 C.F.R. § 60-2.16

**ADDITIONAL REQUIRED ELEMENTS OF AFFIRMATIVE ACTION PROGRAMS**

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

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

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

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

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

### **CHAPTER 1: ORGANIZATIONAL PROFILE**

#### **41 C.F.R. § 60-2.11**

#### **Workforce Analysis/Lines of Progression**

CALIFORNIA STATE UNIVERSITY, LONG BEACH conducted a workforce analysis to identify employees by gender and race/ethnicity in each job title. The data was collected from payroll records dated October 31, 2024.

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

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

#### **Lines of Progression**

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

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

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

## **CHAPTER 2: JOB GROUP ANALYSIS**

### **41 C.F.R. § 60-2.12**

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

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

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

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

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

CALIFORNIA STATE UNIVERSITY, LONG BEACH 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: IPED reporting category, job title, employee headcounts for each job title, and overall percentages by gender and race/ethnicity as of October 31, 2024.

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

## CHAPTER 4: DETERMINING AVAILABILITY

### 41 C.F.R. § 60-2.14

"Availability" is an estimate of the proportion of each sex and race/ethnic group available and qualified for employment at CALIFORNIA STATE UNIVERSITY, LONG BEACH 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 STATE UNIVERSITY, LONG BEACH'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 2018 Census of Population.
  - A. Local labor area: Los Angeles, CA: 65.3%; Orange County, CA: 31.9%; Riverside County, CA 1.5%; San Bernardino, County, CA: 0.8%; and San Diego County, CA: 0.5%
  - B. Reasonable labor area: National
2. Internal Factor: The percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization. See the *Internal Availability Analysis* for more detail.

Assign Internal and External Factor Weights: Weights were assigned to each factor for each job group. A combination of historical data and experience were used to determine the weights. Weights were never assigned in an effort to hide or reduce problem areas.

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

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

See the *Availability Analysis* for the availability breakdown 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 STATE UNIVERSITY, LONG BEACH compared the percentage of incumbents in each job group to their corresponding availability. A comparison was made between the percentage employed as of October 31, 2024 and that group's final availability.

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



## CHAPTER 6: PLACEMENT GOALS

### 41 C.F.R. § 60-2.16

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

Goals are not rigid and inflexible quotas which must be met, but are instead targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire AAP work. A goal is a guidepost against which CALIFORNIA STATE UNIVERSITY, LONG BEACH, a community group, or a compliance agency can measure progress in remedying identified deficiencies in CALIFORNIA STATE UNIVERSITY, LONG BEACH'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 STATE UNIVERSITY, LONG BEACH 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 STATE UNIVERSITY, LONG BEACH 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 the *Placement Goals* report for each job group and the *Goals Progress Report* for progress made since the previous AAP.

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

As part of its efforts to ensure equal employment opportunity to all individuals, CALIFORNIA STATE UNIVERSITY, LONG BEACH has designated specific responsibilities to various staff to ensure the AAP focuses on all components of the employment system. To that end, the President, each of the Vice Presidents, the Office of Equity & Diversity, as well as all other managers and employees have undertaken the following responsibilities for the successful implementation of CALIFORNIA STATE UNIVERSITY, LONG BEACH's AAP.

**President:**

CALIFORNIA STATE UNIVERSITY, LONG BEACH's commitment to affirmative action and equal employment opportunity is among its highest priorities. The President of CALIFORNIA STATE UNIVERSITY, LONG BEACH has full responsibility for implementing the equal employment opportunity and affirmative action requires, including the development and implementation of the Affirmative Action Plan. This commitment is shared by all University employees and manifested through the leadership of CALIFORNIA STATE UNIVERSITY, LONG BEACH's President. The President has assigned supervision of implementation and monitoring of the Affirmative Action Plan and Program to the Office of Equity & Diversity, with the full support of CALIFORNIA STATE UNIVERSITY, LONG BEACH faculty, staff, and administration. The President's central AAP role includes, among other responsibilities, the following:

- A. Designate appropriate personnel with the responsibility for overseeing, administering, implementing, and monitoring CALIFORNIA STATE UNIVERSITY, LONG BEACH's AAP. Ensure that the designated personnel are formally identified, assigned, and perform specific responsibilities under AAP.
- B. Ensure that all designated personnel responsible for AAP components are given the necessary authority, management support, staff, and material resources to successfully implement their assigned responsibilities.
- C. Impact the leadership, personal direction, and support that assure full commitment and total involvement to equal employment and opportunity programs through CALIFORNIA STATE UNIVERSITY, LONG BEACH's AAP.

**Assistant Vice President of Equity & Diversity:**

The Assistant Vice President of Equity & Diversity (or other designee in the Equity & Diversity Office) is responsible for overall supervision of the AAP. The AVP or the designee ensures that all relevant EEO policies and procedures are adhered to. The responsibilities of the Office of Equity & Diversity include, but are not limited, to the following:

- A. Assisting employees, students, and faculty regarding alleged incidents of discrimination, harassment, retaliation, and sexual misconduct.
- B. Educating the University community on the issues of discrimination, harassment, and retaliation, including developing strategies for their elimination.

- C. Addressing discrimination/harassment/retaliation (DHR) complaints by conducting fair investigations and assisting in the resolution process when allegations of DHR arise in the campus community.
- D. Making available the AAP information to the campus community and relevant constituents outside the University.
- E. Overseeing the collection of data for affirmative action purposes, analyzing the data, determining availability and developing realistic affirmative action hiring goals.
- F. Designing and implementing audit and reporting systems.
- G. Reviewing for overall compliance employment decisions affecting affirmative action, including recruitment, hiring, reappointment, promotion, compensation, termination, demotion, and disciplinary actions.
- H. Assisting University administrators and supervisors to handle problems that arise when carrying out affirmative action obligations.
- I. Informing the University administration on the latest developments in equal employment opportunity and affirmative action laws, regulations, and court decisions.

**Associate Vice President of Human Resources Management and Associate Vice President of Faculty Affairs:**

The responsibilities of the Associate Vice President of Human Resources Management and the Associate Vice President of Faculty Affairs include, but are not limited, to the following:

- A. Broad based recruitment and advertising plans will be developed to attract applicants who reflect the diversity in the labor market.
- B. Personnel processes, procedures, and practices will be reviewed to ensure that they do not intentionally or unintentionally adversely affect any group on the basis of race, ethnicity, or gender.
- C. Careful, thorough, and systematic consideration will be provided in professional development/training, hiring, promotion, advancement, tenure, and reappointment without regard to race, ethnicity, or gender.
- D. Position qualification requirements will be reviewed to ensure that they are job-related and consistent with business necessity in addition to the safe performance of the job.
- E. Screening and selection protocols will be written to provide consideration without regard to race, ethnicity, or gender.
- F. Committees formed for the evaluation of applicants and/or candidates for employment, professional development/training, advancement, reappointment, or promotion, will be trained to exercise their responsibilities consistent with laws, regulations, policies, and guidelines.
- G. Personnel actions and practices will be reviewed periodically to assess the extent to which barriers to equal employment may exist.

**Vice Presidents, Associate Vice Presidents, Deans, Senior Directors, Directors, and Other University Officials Having Hiring Authority:**

The responsibilities of the Vice Presidents, Associate Vice Presidents, Deans, Senior Directors, and other University Officials having hiring authority include, but are not limited, to

the following:

- A. Determining that the job announcement has appropriate non-discriminatory language as required in the University Affirmative Action Plan and outlined by Faculty Affairs and Staff Human Resources Management.
- B. Ensuring that the appropriate search committee is appointed and instructed to carry out the search process, including testing and interviewing in a non-discriminatory manner.
- C. Determining through the interaction with the Office of Equity & Diversity that an adequate pool of candidates has been developed for each job announcement.

**Managers and Supervisors:**

The responsibilities of managers and supervisors include, but are not limited, to the following:

- A. Personnel processes, procedures, and practices do not adversely affect any group on the basis of race, ethnicity, gender or any other protected status.
- B. Professional development activities, services, and programs will be extended without regard to race, ethnicity, or gender; and barriers to participation on the basis of such will be removed.
- C. A culture of inclusion, civility, and respect is fostered.
- D. Allegations of discrimination/harassment/retaliation on the grounds of race, ethnicity, or gender are addressed, and resolution is sought in accordance with University policy and with state and federal laws.
- E. Working collaboratively with the AVP of the Office of Equity & Diversity (or designee) in recruitment analysis, fact finding and/or confidential investigations.
- F. The rights and privileges of employees are upheld.

**Faculty and Staff:**

The responsibilities of faculty and staff include, but are not limited, to the following:

- A. Upholding University policy.
- B. Exhibiting conduct consistent with University policy.
- C. Reporting behavior that violates University policy, CSU policy, or state or federal laws, regulations, and executive orders prohibiting discrimination and/or harassment.
- D. Participating in professional development programs, services, and activities that define, explain, or advise on matters of equal opportunity.
- E. Participating in investigations regarding allegations of discrimination and/or harassment.
- F. Fostering a campus climate of tolerance, civility, and respect.

**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 STATE UNIVERSITY, LONG BEACH 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 STATE UNIVERSITY, LONG BEACH will use the terms in good faith in connection with its AAP, such use does not necessarily signify the company agrees that these terms are properly applied to any particular factual situation and is not an admission of non-compliance with EEO laws, regulations, and objectives. Whenever the term “goal” is used, it is expressly intended that it “should not be used to discriminate against any applicant or employee because of race, color, religion, gender, or national origin,” as stated in Title 41 Code of Federal Regulations, Part 60-2.16(e).*

Based on analyses of each job group, areas of concern have been identified and are discussed below. In addition to comparing incumbency to availability within job groups, CALIFORNIA STATE UNIVERSITY, LONG BEACH has conducted studies to identify problem areas in each of its selection procedures (i.e., hires, promotions, and terminations) as well as by organizational unit. CALIFORNIA STATE UNIVERSITY, LONG BEACH will continue to monitor and update these studies during each AAP year. In each case where potential problem areas have been identified, affirmative actions, as appropriate, will be taken consistent with any of the action-oriented programs described in Chapter 9 of this AAP.

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

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

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

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

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

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

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

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

**COMPENSATION ANALYSES WERE CONDUCTED BY COMPARING THE MEAN SALARIES FOR MEN V. WOMEN, AND WHITES V. MINORITIES IN EACH JOB TITLE. MEAN TENURE WITHIN THE ORGANIZATION WAS ALSO CONSIDERED AS A MODERATING FACTOR.**

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

CALIFORNIA STATE UNIVERSITY, LONG BEACH tailors our action-oriented programs each year to ensure they are specific to the problem identified.

Action-Oriented Program:

The Action-Oriented Programs designed to address the underutilization of women and minorities are listed below. These Action-Oriented Programs will be carried-out throughout the AAP year. The Office of Equity & Diversity, with the help of the managers, will be responsible in ensuring that the following are implemented.

**Recruitment:**

1. CALIFORNIA STATE UNIVERSITY, LONG BEACH will continue to advertise job opportunities through the State of California Employment Development Department, the University's own website, on-line sites pertinent to employment in higher education, applicable list-serves, and in local and/or national publications, such as the Chronicle of Higher Education, that attract an extensive and diverse candidate pool in all areas of employment relevant to a higher education environment.
2. In addition, CALIFORNIA STATE UNIVERSITY, LONG BEACH departments will make every effort to advertise academic positions in publications that target women and minorities in an effort to ensure equal employment opportunity. These advertisements will augment broad-based recruitment strategies and will not be limited on the basis of gender or race.
3. Advertisements will always carry the Equal Employment Opportunity clause. Job ads will include boilerplate language that affirms the University's commitment to diversity and inclusion.
4. Minority and female applicants will be considered for all positions for which they are qualified.
5. CALIFORNIA STATE UNIVERSITY, LONG BEACH targets historically Black colleges and universities (HBCU), Hispanic-Serving Institutions (HSI), and Native American colleges in an effort to encourage scholars of color to apply for our instructional positions. This recruitment focus is included within a broad-based effort to develop the largest and most talented pool of applicants, not limited on the basis of gender or race.
6. The Office of Equity & Diversity (OED) will work collaboratively with relevant administrators in Staff Human Resources and Faculty Affairs to provide EEO professional development and/or guidance to search committees. The Director of

OED will monitor campus search processes to ensure that EEO laws and regulations are followed.

**Job Specifications/Selection Process:**

1. Develop position descriptions that accurately reflect position functions.
2. Develop position descriptions that contain academic, experience, and skill criteria that do not constitute inadvertent discrimination. Develop specifications that are free from bias with regard to age, race, color, religion, sex, national origin, disability or veteran status.
3. Approved position descriptions will be made available to all members of management involved in the recruiting, screening, selection, and promotion process. Copies will also be made available to non-management members of the search committee.
4. The Office of Equity & Diversity, in collaboration with Staff Human Resources and Faculty Affairs, will continue to provide guidance and direction to all personnel involved in the recruiting, screening, selection, promotion, disciplinary, and related processes to eliminate bias in all personnel actions.

**Career Development:**

1. CALIFORNIA STATE UNIVERSITY, LONG BEACH will continue to make use of our current employee skill sets by considering women and minority employees for promotion as part of the process of recruitment for available positions.
2. Maintain, whenever feasible, professional development opportunities and tuition waivers.
3. Review seniority practices to ensure such practices are non-discriminatory and do not have discriminatory effect.
4. Actively encourage all employees to participate in University-sponsored social activities.
5. Maintain the Child Development Center to continue to encourage employment opportunities for minorities and females.
7. CALIFORNIA STATE UNIVERSITY, LONG BEACH will continue to use our formal employee evaluation program. The Performance Appraisal is used for annual reviews for all employees.



7. The Office of Equity & Diversity will collaborate with departments across campus to offer educational opportunities to faculty and staff groups in an effort to promote civility and respect within the highly diverse campus environment. Moreover, the AVP will ensure that both in-person and on-line non-discrimination, non-harrasment, non-retaliation professional development is provided to all employees, including managers and supervisors.

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

Inherent in the AAP is the need for periodic self-assessment of problems encountered, corrective action taken, and progress made. Self-evaluation requires complex record keeping systems on applicants, employees, and components of the AAP itself.

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

The following internal auditing will be conducted periodically to assess the effectiveness of the CALIFORNIA STATE UNIVERSITY, LONG BEACH AAP:

1. Personnel activity, including referrals, placements, transfers, promotions, termination, and compensation, will be monitored at all levels to ensure the nondiscriminatory policy is carried out;
2. Recruitment and advertising plans and search and selection protocols will be reviewed to ensure they conform to University policy and standards;
3. Results will be reported routinely to appointing authorities;
4. Division executives will be advised of the status and results of the University's efforts periodically;
5. Discussion and collaboration with Division Executives and other appointing authorities will be ongoing to develop strategies and initiatives in accordance with this AAP.

**AFFIRMATIVE ACTION PLAN  
EXECUTIVE ORDER 11246**

**FOR**

**CALIFORNIA STATE UNIVERSITY, LONG BEACH**

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

**FOR**

**NOVEMBER 1, 2024 THROUGH OCTOBER 31, 2025**

## **PART II**

### **AAP FOR PROTECTED VETERANS AND INDIVIDUALS WITH DISABILITIES**

#### **TABLE OF CONTENTS**

<b>CHAPTER A:</b>	POLICY STATEMENT 41 C.F.R. §§ 60-300.44(a); 60-741.44(a)
<b>CHAPTER B:</b>	REVIEW OF PERSONNEL PROCESSES 41 C.F.R. §§ 60-300.44(b); 60-741.44(b)
<b>CHAPTER C:</b>	PHYSICAL AND MENTAL QUALIFICATIONS 41 C.F.R. §§ 60-300.44(c); 60-741.44(c)
<b>CHAPTER D:</b>	REASONABLE ACCOMMODATION TO PHYSICAL AND MENTAL LIMITATIONS 41 C.F.R. §§ 60-300.44(d); 60-741.44(d)
<b>CHAPTER E:</b>	HARASSMENT 41 C.F.R. §§ 60-300.44(e); 60-741.44(e)
<b>CHAPTER F:</b>	EXTERNAL DISSEMINATION OF POLICY, OUTREACH AND POSITIVE RECRUITMENT 41 C.F.R. §§ 60-300.44(f); 60-741.44(f)
<b>CHAPTER G:</b>	INTERNAL DISSEMINATION OF POLICY 41 C.F.R. §§ 60-300.44(g); 60-741.44(g)
<b>CHAPTER H:</b>	AUDIT AND REPORTING SYSTEM 41 C.F.R. §§ 60-300.44(h); 60-741.44(h)
<b>CHAPTER I:</b>	RESPONSIBILITY FOR IMPLEMENTATION 41 C.F.R. §§ 60-300.44(i); 60-741.44(i)
<b>CHAPTER J:</b>	TRAINING/PROFESSIONAL DEVELOPMENT 41 C.F.R. §§ 60-300.44(j); 60-741.44(j)
<b>CHAPTER K:</b>	DATA COLLECTION ANALYSIS 41 C.F.R. §§ 60-300.44(k); 60-741.44(k)
<b>CHAPTER L:</b>	COMPENSATION 41 C.F.R. §§ 60-300.21(i); 60-741.21(i)

**CHAPTER A: POLICY STATEMENT**  
**41 C.F.R. §§ 60-300.44(a); 60-741.44(a)**

It is the policy of CALIFORNIA STATE UNIVERSITY, LONG BEACH and my personal commitment that equal employment opportunity be provided in the employment and advancement for all persons regardless of race, religion, color, national origin, sex, age, sexual orientation/gender identity and status as a protected veteran or individual with a disability at all levels of employment, including the executive level. CALIFORNIA STATE UNIVERSITY, LONG BEACH does not and will not discriminate against any applicant or employee regardless of race, religion, color, national origin, sex, age, sexual orientation/gender identity and status as a protected veteran and/or individual with a disability to any position for which the applicant or employee is qualified. In addition, CALIFORNIA STATE UNIVERSITY, LONG BEACH 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. CALIFORNIA STATE UNIVERSITY, LONG BEACH will make every effort to provide reasonable accommodations to any physical and mental limitations of individuals with disabilities and to disabled veterans.

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

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

Our obligations in this area stem from not only adherence to various state and federal

regulations, but also from our commitment as an employer in this community to provide job opportunities to all persons regardless of race, religion, color, national origin, sex, age, sexual orientation/gender identity and status as a protected veteran or an individual with disability. CALIFORNIA STATE UNIVERSITY, LONG BEACH's EEO policy and affirmative action obligations include the full support from President, Jane Close Conoley.

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

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

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

Jane Close Conoley  
President

11/1/2024

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

CALIFORNIA STATE UNIVERSITY, LONG BEACH will periodically review personnel processes to ensure that they provide for careful, thorough, and systematic consideration of the job qualifications of applicants and employees with known disabilities and for those who are known covered veterans for job vacancies filled either by hiring or advancement, and for all training opportunities offered or available.

In determining the qualifications of veterans, CALIFORNIA STATE UNIVERSITY, LONG BEACH limits its consideration of a qualified protected veteran's military record, including discharge papers, to only that portion of the record which is relevant to the specific job qualifications for which the veteran is being considered.

Pay ranges have been established by the California State University system for all positions. In offering employment or advancement to persons with disabilities and/or covered veterans, CALIFORNIA STATE UNIVERSITY, LONG BEACH will not reduce the amount of compensation offered because of any disability-related income, pension, or similar benefits received from another source.

Based upon its review, CALIFORNIA STATE UNIVERSITY, LONG BEACH will modify the personnel processes when necessary, and will include the development of new procedures in this Affirmative Action Plan to ensure equal employment opportunity. To date, modifications have been made to expand recruitment efforts and to ensure universal notice and access to training opportunities.

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

The physical and mental job qualifications of all jobs are reviewed on a regular cycle to ensure that, to the extent that such qualification requirements tend to screen out qualified individuals with disabilities and qualified disabled veterans, job qualifications are consistent with business necessity and the safe performance of the job.

No qualification requirements were identified which had a screening effect. All job qualification requirements were found to be job-related and consistent with business necessity and safety.

CALIFORNIA STATE UNIVERSITY, LONG BEACH will continue to review physical and mental job qualification requirements whenever a job is vacated and CALIFORNIA STATE UNIVERSITY, LONG BEACH intends to fill it through either hiring or promotion and will conduct a qualifications review whenever job duties change.

Pre-employment physical examinations or questionnaires are used by CALIFORNIA STATE UNIVERSITY, LONG BEACH only post-offer and only for positions for which physical agility and condition is a bona fide qualification requirement as governed by CSU job code standards. If at any time in the future, CALIFORNIA STATE UNIVERSITY, LONG BEACH should inquire into an employee's physical or mental condition or should conduct a medical examination prior to a change in employment status, CALIFORNIA STATE UNIVERSITY, LONG BEACH affirms that information obtained as a result of the inquiry will be kept confidential, except as otherwise provided for in the Section 503 regulations. The results of the examination or inquiry will be used in accordance with the Section 503 Regulations.



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

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

CALIFORNIA STATE UNIVERSITY, LONG BEACH commits to making a reasonable accommodation for qualified individuals with disabilities and qualified disabled veterans, unless such accommodation would impose an undue hardship on the operation of its business. In determining the extent of its obligation, CALIFORNIA STATE UNIVERSITY, LONG BEACH will consider business necessity and financial costs and expenses, among other factors.

The availability of a reasonable accommodation will be made known to all applicants for employment and all current employees. Upon disclosure of a physical or mental limitation, as defined by law, reasonable accommodation will be explored directly with the individual.

Information disclosed by applicants and/or employees concerning a physical or mental limitation will be kept confidential, except for:

- Supervisors and managers regarding accommodations or restrictions on work or duties;
- First aid and safety personnel when, and to the extent appropriate, the condition might require emergency treatment; and
- Government officials investigating compliance with the AA/EEO laws.

Employees may contact their supervisor at any time to request an accommodation. If the accommodation is not made or if the accommodation made is not satisfactory, the employee may contact the ADA program coordinator in the Office of Equity & Diversity at (562) 985-8256, USU 301.

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

Employees of and applicants to CALIFORNIA STATE UNIVERSITY, LONG BEACH 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, or local law regarding EEO for qualified individuals with disabilities 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 Larisa Hamada, ADA Coordinator, or Larisa Hamada, Assistant Vice President of Equity & Diversity, at 562-985-8256 for assistance. This policy is posted on the Office of Equity & Diversity's website at: <http://www.csulb.edu/equity-diversity/policies>.

CALIFORNIA STATE UNIVERSITY, LONG BEACH has developed policy (03-09 Policy on Access and Opportunity) and implemented complaint resolution procedures for discrimination and harassment. The policy and procedures are available in the Office of Equity & Diversity and on the Internet at: <http://www.csulb.edu/equity-diversity/policies>.

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

All subcontractors, vendors and suppliers have been sent written notification of CALIFORNIA STATE UNIVERSITY, LONG BEACH's equal employment opportunity and affirmative action policy regarding the employment of qualified individuals with disabilities and qualified protected veterans.

All recruiting sources, including state employment agencies, educational institutions and social service agencies have been informed of University policy concerning the employment of qualified individuals with disabilities and qualified protected veterans and have been advised to actively recruit and refer qualified persons for job opportunities.

CALIFORNIA STATE UNIVERSITY, LONG BEACH lists all suitable employment openings with the appropriate local office of the California State Employment Development Department and maintains regular contact with the local Veterans Employment Representative. Arrangements have been made to ensure that each recruitment source is provided with timely notice of job opportunities to ensure that recruitment sources have an opportunity to refer qualified candidates.

The equal employment opportunity clause concerning the employment of qualified individuals with disabilities and qualified protected veterans is included in all nonexempt subcontracts and purchase orders.

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

Copies of our affirmative action programs will be made available for inspection to any employee or applicant upon request to promote understanding, acceptance and support. Policies are re-emphasized to managers and supervisors annually.

CALIFORNIA STATE UNIVERSITY, LONG BEACH's Affirmative Action / Equal Employment Opportunity policy and the California labor and employment poster are posted on bulletin boards located in Staff Human Resources and in the Office of Equity and Diversity.

All applicants who believe they are a qualified individual with a disability, as defined in Section 503 of the Rehabilitation Act of 1973, as amended, or who are a qualified protected veteran under the equal employment opportunity provisions of the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, have been invited to identify themselves if they wish to benefit under this affirmative action program. Such invitation has been posted on bulletin boards in Staff Human Resources and in the Office of Equity and Diversity. Employees may self-identify at any time.

All employees are advised annually of the University's policy and encouraged to aid in CALIFORNIA STATE UNIVERSITY, LONG BEACH's affirmative action efforts to ensure a fair and effective program.

Affirmative action/equal employment opportunities policies and programs are elements of a) new employee orientation materials and b) management training programs.

Briefing sessions are conducted for managers and supervisors to review the applicable regulations and to discuss such affirmative action measures as training and reasonable accommodation.

Search committees and hiring authorities will be provided with a list of websites, publications, and or organizations where an advertisement or notice will be placed. In consultation with the Office of Equity & Diversity, additional recruitment resources will be explored.

Job announcements are posted on the University website and through the California Employment Development Department.

CALIFORNIA STATE UNIVERSITY, LONG BEACH will include its equal employment policy and its non-discrimination policy in its Administrative Handbook. In addition, these policy statements will be included in the University catalog, in the Staff Handbook, and on the University website. In addition, they may appear in other publications such as the University newspaper, magazine, annual report and other print and electronic media.

When making internal equal opportunity audits, implementation of this affirmative action program will be reviewed.

The Office of University Publications will include known individuals with disabilities and covered veterans when photographs and articles featuring employees appear in publications.

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

The Office of Equity & Diversity has the responsibility for developing and preparing the formal documents of the AAP. The AVP of Equity & Diversity is responsible for the effective implementation of the AAP; however, responsibility is likewise vested with each department manager and supervisor. CALIFORNIA STATE UNIVERSITY, LONG BEACH's audit and reporting system is designed to:

- Measure the effectiveness of the AAP/EEO program;
- Document personnel activities;
- Identify problem areas where remedial action is needed; and
- Determine the degree to which CALIFORNIA STATE UNIVERSITY, LONG BEACH's AAP goals and objectives have been achieved.

The following activities are reviewed at least annually to ensure freedom from stereotyping qualified individuals with disabilities and qualified protected veterans in any manner, including that which may limit their access to any job for which they are qualified:

- Recruitment, advertising, and job application procedures;
- Hiring, promotion, upgrading, award of tenure, layoff, recall from layoff;
- Rates of pay and any other forms of compensation including fringe benefits;
- Job assignments, job classifications, job descriptions, and seniority lists;
- Sick leave, leaves or absence, or any other leave;
- Training, apprenticeships, attendance at professional meetings and conferences; and
- Any other term, condition, or privilege of employment.

CALIFORNIA STATE UNIVERSITY, LONG BEACH's audit system includes an annual report documenting CALIFORNIA STATE UNIVERSITY, LONG BEACH's efforts to achieve its EEO/AAP responsibilities. Managers and supervisors are asked to report any current or foreseeable EEO problem areas and are asked to outline their suggestions/recommendations for solutions. If problem areas arise, the manager or supervisor is to report problem areas immediately to the Assistant Vice President of Equity & Diversity. During annual reporting, the following occurs:

1. The Office of Equity & Diversity will discuss any problems relating to significant rejection ratios, EEO charges, etc., with the appropriate Vice President; and

2. The Office of Equity & Diversity will report the status of the CALIFORNIA STATE UNIVERSITY, LONG BEACH's AAP goals and objectives to the President. The Assistant Vice President of Equity & Diversity will recommend remedial action for the effective implementation of the AAP

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

**Director of Equity & Diversity**

In furtherance of CALIFORNIA STATE UNIVERSITY, LONG BEACH's commitment to affirmative action and equal employment opportunity for qualified individuals with disabilities and qualified protected veterans, the Office of Equity & Diversity has the responsibility for designing and ensuring effective implementation of CALIFORNIA STATE UNIVERSITY, LONG BEACH's AAP. These responsibilities include, but are not limited to:

1. The development of the AAP for individuals with disabilities and protected veterans, policy statements, personnel policies and procedures, internal and external communication of the policy, and monitoring the effectiveness of these actions.
2. Reviewing all personnel actions, policies, and procedures to ensure compliance with CALIFORNIA STATE UNIVERSITY, LONG BEACH's affirmative action obligations;
3. Collaborating with hiring authorities to ensure that all applicants and employees are treated in a nondiscriminatory manner when hiring, promotion, transfer and termination actions occur;
4. Assisting in the identification of problem areas and the development of solutions to those problems;
5. Monitoring the effectiveness of the program on a continuing basis through the development and implementation of an internal audit- and reporting-system that measures the effectiveness of the program;
6. Keeping the President and Vice Presidents of CALIFORNIA STATE UNIVERSITY, LONG BEACH informed of equal opportunity progress and problems within the company through quarterly reports;
7. Providing division executives and college deans with a copy of the Affirmative Action Plan for Qualified Individuals with Disabilities and Qualified Protected Veterans and reviewing the program with them on an annual basis to ensure knowledge of their responsibilities for implementation of the program;
8. Reviewing the CALIFORNIA STATE UNIVERSITY, LONG BEACH's AAP for qualified individuals with disabilities and qualified protected veterans with all managers and supervisors at all levels to ensure that the policy is understood and is followed in all personnel activities;
9. Auditing the contents of University bulletin boards annually to ensure that compliance information is posted and is up-to-date;



10. Serving as liaison between CALIFORNIA STATE UNIVERSITY, LONG BEACH and enforcement agencies; and
11. Serving as liaison between CALIFORNIA STATE UNIVERSITY, LONG BEACH and organizations for qualified individuals with disabilities and qualified protected veterans.

### **Managers**

Managers are advised annually of their responsibilities under CALIFORNIA STATE UNIVERSITY, LONG BEACH's AAP for qualified individuals with disabilities and qualified protected veterans and of their obligations to:

1. Review the University's affirmative action policy for qualified individuals with disabilities and qualified protected veterans with managers and supervisors to ensure that they are aware of the policy and understand their obligation to comply with it in all personnel actions;
2. Assist in the identification of problem areas, formulate solutions, and establish departmental goals and objectives when necessary;
3. Review the qualifications of all applicants and employees to ensure qualified individuals are treated in a nondiscriminatory manner when hire, promotion, transfer, and termination actions occur; and
4. Review all employees' performance to ensure that non-discrimination is adhered to in all personnel activities.

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

Training is provided to all personnel involved in the recruitment, screening, hiring, promotion, disciplinary and related employment processes, to ensure that the commitments made in CALIFORNIA STATE UNIVERSITY, LONG BEACH's AAP are implemented.

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

CALIFORNIA STATE UNIVERSITY, LONG BEACH has adopted the current national percentage of veterans in the civilian labor force of 5.2% as its hiring benchmark for protected veterans. CALIFORNIA STATE UNIVERSITY, LONG BEACH will update its hiring benchmark as new data is published and updated via the OFCCP's website. The 5.4% hiring benchmark is applied to each job group within CALIFORNIA STATE UNIVERSITY, LONG BEACH.

CALIFORNIA STATE UNIVERSITY, LONG BEACH also adopted the current national utilization goal of 7.0% for qualified individuals with disabilities. CALIFORNIA STATE UNIVERSITY, LONG BEACH 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 CALIFORNIA STATE UNIVERSITY, LONG BEACH.

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

CALIFORNIA STATE UNIVERSITY, LONG BEACH has collected the required data and conducted studies to identify areas of opportunities in the employment of protected veterans and individuals with disabilities. CALIFORNIA STATE UNIVERSITY, LONG BEACH 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*.