



CALIFORNIA STATE UNIVERSITY, HAYWARD

Human Resources

Executive Order 11246 Affirmative Action Program
For Minorities and Women

CALIFORNIA STATE UNIVERSITY, HAYWARD
25800 Carlos Bee Boulevard
Hayward, CA 94542

November 1, 2001 through October 31, 2002

Contractor Facility

DUN's #: 148070006
EIN #: 94-6001347
MSA: Oakland PMSA

EEO Contact: Dorian West, Esq.
Director of Equal Employment Opportunity
Human Resources

CALIFORNIA STATE UNIVERSITY, HAYWARD
25800 Carlos Bee Boulevard
Hayward, CA 94542

Parent Organization : California State University

DUN's #: 947381554

Affirmative Action Contact: Maria Santos
Senior Director,
Human Resources and Employment Practices

CALIFORNIA STATE UNIVERSITY
401 Golden Shore, 4th Floor
Long Beach, CA 90802-4210

RESPONSIBILITY FOR IMPLEMENTATION

The California State University, Hayward (“CSUH”) President has the overall responsibility to implement the CSUH equal employment opportunity policy. CSUH has assigned coordination of responsibilities to implement the policy to Dorian West, Esq., Director of Equal Employment Opportunity, who has the full support of and access to senior management officials.

DEVELOPMENT AND EXECUTION OF ACTION-ORIENTED PROGRAMS

CSUH has developed the following action-oriented programs tailored in such a way that their proper execution will result either in an appropriate increase in the minority group/female representation in the job group and/or organizational units identified, if vacancies occur, or document our good faith efforts to do so.

A. Selection Process

1. CSUH’s Human Resources Office (“HR”) reviews all position descriptions prepared by organizational units every time there is an opening to confirm that they accurately reflect the assigned duties and responsibilities and to insure that all positions are consistently classified in conformance with California State University’s (“CSU”), CSUH’s parent, Classification and Qualification Standards. CSU reviews classes as needed. In addition, CSUH HR is responsible for maintaining detailed position descriptions for each position.

This year CSU made changes to the following jobs: 1) a Credential Analyst Trainee Classification was added to the Credential Analyst Series; 2) the Credential Analyst I and II Classifications were updated to reflect that CSU no longer has delegated authority to issue credentials on behalf of the California Commission on Teacher Credentialing; 3) a new Research Fellow classification was created in the Excluded (E99) employee group; 4) a new Early Childhood Teacher Series was developed for teachers working in campus early childhood education and/or child care centers – Early Childhood Master Teach and Early Childhood Teacher; and 5) the Teaching Associate classification was updated. And CSUH HR reclassified approximately 30 positions in response to in-

range progression and reclassification requests made either by the affected employee or that employee's manager.

2. CSU's Office of Human Resources has validated the Classification and Qualification Standards for every job classification utilized by CSUH, using only job performance criteria based on job analyses across CSU campuses. These specifications are nondiscriminatory with respect to race, color, religion, sex and national original. Specifications for a particular job are consistent in all locations.

3. The position description and employee specifications, which are based on the validated Classification and Qualification Standards, are available to all members of management involved in the recruiting, screening, selection and promotion process. Copies of position descriptions/employee specifications for job openings are available to all recruiting sources.

4. All other CSUH selection processes have been evaluated and are non-discriminatory. CSUH strives for diversity in ethnicity and gender in the selection committee to ensure that these processes remain nondiscriminatory. In addition, CSUH observes the requirements of the Uniform Guidelines on Employee Selection Procedures (41 C.F.R. § 60-3) and audits all unscored selection procedures to ensure objectivity.

B. Recruitment

1. CSUH has contacted entities for applicant referrals. CSUH makes it a point to include minority and women's organizations such as those set forth below.

2. CSUH provides clear and concise explanations of current and future job openings, as well as CSUH's selection process, to recruiting sources, including minority and women recruiting resources. CSUH has made position descriptions, worker specifications and recruiting literature available to these recruiting sources. CSUH has also made arrangement with these recruiting sources for referral of applicants and provides feedback on the hiring status of applicants directly to the applicants.

a. **Faculty:** During the summer months a preliminary analysis of projected fall faculty by job group is prepared, taking into account new hires and completed or planned separations or retirements. The Deputy Provost and the Special Assistant to the President for Diversity and Equal Opportunity meet with the department chairs to evaluate the current workforce and discuss recruitment strategies.

When recruitment for a position is authorized, the department is provided a list of resources designed to assist in attracting a diverse applicant pool. As the hiring process gets underway, applicants are requested to complete the voluntary applicant flow (faculty pre-employment self-identification forms) forms. Before interviews begin, the collected information on the composition of the applicant pool is evaluated, with comparison to the current workforce, the calculated availability, and the placement goals. Before the final appointment is made, the hiring process and selection decision is given a final review by the school dean, the Deputy Provost and the Special Assistant to the President for Diversity and Equal Opportunity. Throughout the year the Special Assistant to the President for Diversity and Equal Opportunity works closely with the affirmative action liaison officer (AALO) and the academic senate committee on diversity and the search committees. When recruitments are authorized and search committees are formed, a tenure track faculty search workshop is conducted to assure that all search committees are aware of the resources available to them and the processes to be followed.

In an effort to increase diversity and improve recordkeeping, CSUH is in the process of creating an on-line application for faculty applicants and has transferred the responsibility for collection and input of self-identification information to Human Resources.

b. **Staff and Management:** A similar recruitment process covers the recruitment of administrators and other staff. Each recruitment is monitored by an HR Manager and the Director of Equal Employment Opportunity in the Office of Human Resources. Whenever hiring is anticipated in job groups with placement goals, an action plan may be developed to assure that a diverse applicant pool is attracted. For all permanent recruitments, a report on the composition of the applicant pool is generated from the university's PeopleSoft human resource system, and the applicant pool, the composition of the department's workforce, and any appropriate placement goals are reviewed with the selection committee prior to the commencement of interviews. Before the final appointment is made, the hiring process and selection decision is given a final review by an HR Manager and the Director of Equal Employment Opportunity.

In an effort to increase diversity and improve recordkeeping, CSUH requires applications for all staff applicants.

3. CSUH's HR staff is diverse in both ethnicity and gender, ensuring non-discrimination in recruitment. HR's staff of 13, consists of 11 females and 9 minorities – 3 Hispanics, 4 Blacks, 1 Asian and 1 American Indian.

4. CSUH actively recruits from colleges, including colleges with predominantly minority or female enrollment.

5. CSUH includes minority and female members of the work force in recruiting resources, such as CSUH's website.

6. CSUH regularly advertises in help-wanted sections of media, including minority and women's interest media.

- a. Howard University
- b. Hampton University
- c. Morgan State University
- d. Jackson State University
- e. Norfolk State University
- f. Morgan State University
- g. Alabama A&M University
- h. Bowie State University
- i. Fayetteville State University
- j. Grambling State University
- k. South Carolina State University
- l. Texas Southern University
- m. Alameda County Youth Development
- n. Offenders Employment Consortium
- o. The Women's Foundation
- p. Women of Color Resource Center
- q. YWCA of Oakland
- r. YWCA of Santa Clara Valley
- s. YWCA of Santa Clara County
- t. UCSF Center for Gender Equality
- u. Bay Area Black United Fund
- v. Asian Americans for Community Outreach
- w. Affirmative Action Register
- x. Black Issues in Higher Education
- y. Hispanic Outlook in Higher Education
- z. Saludos
- aa. WomenandMinorities.com
- bb. Alameda County Youth Development
- cc. City of Oakland Workforce Development
- dd. LA Community Development Department, Kulick Youth Opportunity Program
- ee. Oakland One Stop Career Center, Downtown Oakland
- ff. Offenders Employment Consortium

- gg. U.S. Probation Office, Oakland
- hh. U.S. Probation Office, San Francisco

C. Promotions.

CSUH does the following to ensure that minority and female employees have equal opportunity for all promotions:

1. Promotional opportunities are posted and announced.
2. Necessary job training programs are provided.
3. Formal employee evaluation programs are provided.
4. “Worker specifications” are validated based on job performance

related criteria.

D. Welfare.

1. CSUH’s facilities and social and recreation activities are desegregated. All employees are encouraged to participate in CSUH-sponsored activities.
2. Child care and transportation programs which improve the employment opportunities for minorities and women are offered. In addition, a housing program may be in effect as early as 2 years from now that will attract young faculty and management to the area, especially minorities and women. Hopefully, this will help remedy the female applicant deficiency for Lecturers in Science and the potential female applicant deficiency for Tenure- Probationary Faculty in ALSS and CEAS and CSUH’s general efforts to increase diversity.
3. CSUH has policies that address the concerns of women and minorities, including, but not limited to (see Attachment 1):
 - a. Non-Discrimination and Affirmative Action Policy
 - b. Systemwide Guidelines for Nondiscrimination and Affirmative Action Program in Employment [EO 774]
 - c. Systemwide Grievance Procedure: Discrimination Complaints for Employees Not Covered by Existing Regulations [EO 419]
 - d. Systemwide Complaint Procedure For Discrimination Complaints for Employees Not Eligible to File a Discrimination Complaint or Grievance Under a Collective Bargaining Agreement [EO 675]

- e. Prohibition of Sexual Harassment [EO 345]
- f. Sexual Harassment Policy and Procedures for Students and Employees
- g. Sexual Assault Policy

DESIGN AND IMPLEMENTATION OF INTERNAL AUDIT AND REPORTING SYSTEMS

As stated previously, the Director of Equal Employment Opportunity is responsible to implement the auditing and reporting system. She monitors this system on at least an annual basis. The reporting and auditing system provides for:

A. Maintaining and monitoring accurate and up-to-date records on all referrals, applicants, hires, promotions, transfers and terminations by race and sex to be certain that all employees are treated on a fair and equitable basis. An important goal of the university is to recruit, develop and support a diverse and highly qualified faculty and staff/administration. An evaluation of the applicant pool, with comparison to calculated availability, is always made before interviews are conducted and before permanent positions are filled to provide assurance that recruitment efforts have been sufficient to assure that the applicant pool is appropriately diverse. Nancy Harrison, Special Assistant to the President, performs this function for faculty.

B. Reviewing all selection, promotional and training procedures to ensure that they are nondiscriminatory.

C. Informing, on a regular basis, top management of the effectiveness of the policy and recommendations for improvements, if necessary.