

Executive Order 11246 Affirmative Action Program  
For Minorities and Women

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

November 1, 2003 through October 31, 2004

Contractor Facility

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

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## **I. RESPONSIBILITY FOR IMPLEMENTATION**

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

## **III. DEVELOPMENT AND EXECUTION OF ACTION-ORIENTED PROGRAMS**

CSUEB 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 CSUEB’s good faith efforts to do so.

### **A. Selection Process**

1. CSUEB’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”), CSUEB’s parent, Classification and Qualification Standards. CSU reviews classes as needed. In addition, CSUEB HR is responsible for maintaining detailed position descriptions for each position.
2. CSU’s Office of Human Resources has validated the Classification and Qualification Standards for every job classification utilized by CSUEB, 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 origin. 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 CSUEB selection processes have been evaluated and are non-discriminatory. CSUEB strives for diversity in ethnicity and gender in the selection committee to ensure that these processes remain nondiscriminatory. In addition, CSUEB 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. CSUEB has contacted entities for applicant referrals. CSUEB makes it a point to include minority and women's organizations such as those set forth below.

2. CSUEB provides clear and concise explanations of current and future job openings, as well as CSUEB's selection process, to recruiting sources, including minority and women recruiting resources. CSUEB has made position descriptions, worker specifications and recruiting literature available to these recruiting sources. CSUEB has also made arrangements 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 meets 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) form. 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 and the Deputy Provost. Throughout the year the Deputy Provost works closely with the affirmative action liaison officer ("AALO") 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. Trips to minority academic meetings are suggested.

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 recruitments, an application is required. And, 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 CSUEB's general efforts to increase diversity and improve recordkeeping, CSUEB has done, is doing and/or plans to do the following: 1) preparing to launch a recruitment and selection procedure to have earlier Affirmative Action review; 2) investigating an on-line applicant tracking system that will allow on-line requisitions, on-line application collection, screening for minimum qualifications, routing applications to search committees, automated updates to applicants and tracking, compiling and computing of EEO data; and 3) will provide training to faculty search committees on the recruitment and selection process, and more specifically, on affirmative action requirements and strategies.

3. CSUEB's HR staff is diverse in both ethnicity and gender, ensuring non-discrimination in recruitment. HR's staff of 11, consists of 9 females and 8 minorities – 2 Hispanics, 5 Blacks and 1 American Indian.

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

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

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

Women of Color Resource Center	Alameda County Youth Development	Black Issues in Higher Education
YWCA of Santa Clara Valley	Offenders Employment Consortium	Hispanic Outlook in Higher Education
Morgan State University	The Women’s Foundation	Saludos
Jackson State University	Howard University	WomenandMinorities.com
Norfolk State University	YWCA of Oakland	Hampton University
Bay Area Black United Fund	Alameda County Youth Development	City of Oakland Workforce Development
U.S. Probation Office, San Francisco	YWCA of Santa Clara County	LA Community Development Department, Kulick Youth Opportunity Program
Fayetteville State University	UCSF Center for Gender Equality	Oakland One Stop Career Center, Downtown Oakland
Grambling State University	Alabama A&M University	Offenders Employment Consortium
South Carolina State University	Asian Americans for Community Outreach	U.S. Probation Office, Oakland
Texas Southern University	Affirmative Action Register	Bowie State University

C. Promotions

CSUEB 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. CSUEB’s facilities and social and recreation activities are desegregated. All employees are encouraged to participate in CSUEB-sponsored activities.

2. Child care and transportation programs which improve the employment opportunities for minorities and women are offered. In addition, a housing program is in process that will attract young faculty and management to the area, especially minorities and women. Hopefully, this will help CSUEB's general efforts to increase diversity.

3. CSUEB has policies that address the concerns of women and minorities, including, but not limited to (see Attachment 1):

- a. CSUEB Non-Discrimination Policy
- b. CSU Anti-Harassment and Anti-Retaliation Policy
- c. CSU Systemwide Complaint Procedures for Employees

Covered by EO 928 [EO 928]

d. CSUEB Equal Opportunity Complaint Procedures for Employees Not Covered by EO 928

- e. Sexual Assault Policy
- f. CSUEB Equal Opportunity Investigation Procedures
- g. Workplace Violence Policy and Procedures.

In addition, CSUEB is in the process of pursuing a Consensual Relationship Ban for Faculty/Student and Supervisor/Subordinate Relationships, which is now being considered as a systemwide policy by the CSU Chancellor's Office.

#### **IV. DESIGN AND IMPLEMENTATION OF INTERNAL AUDIT AND REPORTING SYSTEMS**

As stated previously, the Director of Equal Employment Opportunity is responsible for implementing 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. The Deputy Provost 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.