

RESPONSIBILITY FOR IMPLEMENTATION
In accordance with 41 C.F.R. 60-2.17

Kirk H. Schulz, President, has overall responsibility for implementation of the Equal Employment Opportunity Policy and the AAP. The University has assigned primary management responsibility and accountability for ensuring full compliance with the plan to Clyde Howard, an official of the University. The Affirmative Action Officer has the authority, resources, support of and access to top management necessary to ensure the effective implementation of the AAP. The President actively supports the program and provides assistance whenever it is needed, making managers and supervisors aware of the program and requesting their cooperation and assistance. The name of the Affirmative Action Officer appears on internal and external communications on the University's Equal Employment Opportunity Policy and AAP.

1. The duties of the Affirmative Action Officer include:

- A. Developing policy statements, AAP methods, and internal and external communication techniques. Affirmative action policies and procedures will continue to be developed to ensure an efficient yet positive interaction between the Affirmative Action Officer and the managers charged with employment responsibility.
- B. Assisting in the identification of problem areas, and developing strategies to eliminate any problems identified.
- C. Assisting 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.
- D. Designing and implementing monitoring and reporting methods that will:
 - Measure the effectiveness of the University's equal employment and AAP.
 - Indicate any need for remedial action.
 - Determine the degree to which the University's placement goals and objectives are being attained.
 - Provide management with a working understanding of the University's AAP placement goals and objectives.
- E. Meeting with managers, supervisors, and employees to assure that the University's EEO policies are being followed.
- F. Serving as a liaison between the University and enforcement agencies.
- G. Serving as a liaison between the University and appropriate minority and women's organizations, and community action groups concerned with employment opportunities of minorities and women.

- H. Keeping management informed of developments in the equal employment opportunity and affirmative action area.
- I. Conducting a periodic audit to ensure that the University complies in the following ways:
 - 1. EEO posters are properly displayed.
 - 2. All employees are afforded the opportunity and are encouraged to participate in all University-sponsored educational, training, recreation, and social activities.
- 2. The University recognizes that the cooperation of department supervisors and managers is required to reach the full potential of this AAP. Therefore, supervisors and managers are expected to:
 - A. Assist the Affirmative Action Officer in the identification of any problem areas and help to eliminate any barriers to equal employment opportunity.
 - B. Whenever possible, become involved in local minority organizations, women's organizations, community action groups, and community service programs.
 - C. Periodic audits of hiring and promotion patterns and training programs to isolate impediments to the attainment of affirmative action placement goals and objectives. Results from these reviews are communicated through appropriate management meetings.
 - D. Review the qualifications of employees to ensure that minorities and women are given full opportunity for transfers and promotions.
 - E. Provide career counseling for employees as needed.
 - F. Adhere to the University's policy of equal employment opportunity for all employees and ensure that the policy is understood, supported and adhered to by the employees they supervise.
 - G. Take action to prevent the harassment of employees based on protected characteristics or due to a perception that an individual might have been the beneficiary of the University's affirmative action efforts.
 - H. Ensure that supervisors understand that their work performance is being evaluated in part on the basis of their equal employment opportunity efforts and results, and that it is their responsibility to prevent all types of unlawful workplace harassment.