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**UNIVERSITY OF OREGON**

**AFFIRMATIVE ACTION PLAN**

**FOR WOMEN AND MINORITIES  
And  
FOR PROTECTED VETERANS AND INDIVIDUALS  
WITH DISABILITIES**

**EUGENE**

**March 1, 2023 – February 29, 2024**

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**AFFIRMATIVE ACTION PLAN**

**EUGENE**

**March 1, 2023 - February 29, 2024**

**PART I: EXECUTIVE ORDER 11246  
AAP FOR MINORITIES AND WOMEN**

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

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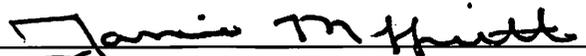
2023-2024

UNIVERSITY OF OREGON

AFFIRMATIVE ACTION PLAN

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The University of Oregon reaffirms its policy of Equal Employment Opportunity and Non-Discrimination. This Affirmative Action Plan (AAP) and policy are expressions of my personal and professional commitment to equal opportunity in employment and education consistent with applicable federal and state laws. This Affirmative Action Plan has my complete authorization and commitment.

  
Jamie Moffitt, Interim President  
University of Oregon

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The University of Oregon is an equal opportunity, affirmative action institution committed to cultural diversity and compliance with the Americans with Disabilities Act. The University encourages all qualified individuals to apply for available employment opportunities.

UO prohibits discrimination on the basis of race, color, religion, national origin, sex, sexual orientation, gender identity, gender expression, pregnancy (including pregnancy-related conditions), age, physical or mental disability, genetic information (including family medical history), ancestry, familial status, citizenship, service in the uniformed services (as defined in federal and state law), veteran status, expunged juvenile record, and/or the use of leave protected by state or federal law. Retaliation is prohibited by UO policy. Questions may be referred to the Title IX Coordinator, Office of Human Resources, or to the Office of Investigations and Civil Rights Compliance. Contact information, related policies, and complaint procedures are listed on the Statement of Non-Discrimination.

This publication will be made available in accessible formats upon request.

**UNIVERSITY OF OREGON AAP  
EUGENE, OREGON**

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## INTRODUCTION TO PARTS I AND II

### BACKGROUND

The University of Oregon (UO) is a premier public research university that serves its students and the people of Oregon, the nation, and the world through the creation and transfer of knowledge in the liberal arts, the natural and social sciences, and the professions.

As provided in federal regulations, the AAP is intended to promote equal employment opportunity through the review of data and the development of race-neutral action-oriented programs that best align with the institution's commitment to diversity, equity, and inclusion.

For women and minorities, the AAP performs a statistical comparison between incumbency (i.e., the number of women and minorities employed in a particular job group) and availability (i.e., the number of women and minorities available for employment in a particular job group), and details programs that might help address any numeric disparities.

For veterans and qualified individuals with disabilities, the AAP sets numeric hiring and utilization goals based on national standards. The university reviews relevant data and continues to assess its outreach efforts to determine the effectiveness of such efforts in closing the hiring and/or utilization gaps. It is toward this end that this AAP for the University of Oregon's Eugene campus was developed.

### APPLICABLE AFFIRMATIVE ACTION LAWS AND REGULATIONS

UO'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).

UO's AAP for protected veterans and individuals with disabilities (Part II) has been prepared in accordance with the Rehabilitation Act of 1973, Section 503, as amended; 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 (VEVRAA); 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.

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.

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

Coverage under affirmative action laws and regulations applies to:

Women.

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

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.

Individuals with disabilities, which includes physical or mental impairments that substantially limit one or more major life activity.

## **PROGRAM TERMINOLOGY**

The terms, “comparison of incumbency to availability,” “deficiency,” and “problem area,” appearing in this AAP, are terms the University of Oregon 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 UO will use the terms in good faith in connection with its AAP, such use does not necessarily signify that the university agrees that these terms are properly applied to any particular factual situation and is not an admission of non-compliance with EEO laws, regulations, and objectives.

The comparison of incumbency to availability contained herein is required by government regulations to be based on certain statistical comparisons. Geographic areas and sources of statistics used herein for these comparisons were used in compliance with government regulations, as interpreted by government representatives. The use of certain geographic areas and sources of statistics does not indicate the university's agreement that the geographic areas are appropriate in all instances of use or that the sources of statistics are the most relevant. The use of such geographic areas and statistics may have no significance outside the context of this AAP. Such statistics and geographic areas will be used, however, in total good faith with respect to this AAP.

The grouping of job titles into a given job group does not suggest that the University of Oregon believes the jobs so grouped are of comparable worth or work.

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**

The University of Oregon has developed this AAP in accordance with and in reliance upon the EEOC's Guidelines on Affirmative Action, Title 29 Code of Federal Regulations, Part 1608.

## **REPORTING PERIOD**

This AAP is designed to cover the following reporting period,

- Employee/Snapshot data: as of 02/28/2023
- AAP implementation period: 03/01/2023 – 02/28/2024
- Transaction data (hires, promotions/transfers, and terminations):  
03/01/2022 – 02/28/2023

## 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 the University of Oregon'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 equitable treatment of all people.

The manner in which this is to be accomplished is technical and complex for several reasons. First, UO is subject to and must address a variety of state and federal laws and guidelines dealing with equal employment opportunity. 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, determining the university's current equal employment opportunity position and its desired future achievements requires the examination of numbers, percentages, statistics, and numerous calculations and computations.

**UNIVERSITY OF OREGON**

**EUGENE, OR**

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

**March 1, 2023 - February 29, 2024**

**PART I**

**AAP FOR MINORITIES AND WOMEN**

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

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

#### **41 C.F.R. § 60-2.11**

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

The University of Oregon conducted a workforce analysis to identify employees by gender and race/ethnicity in each job title. The data was collected from payroll records dated 02/28/2023.

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

For each job title in each organizational unit, the university identified the total number of employees, the number of male and female employees, the total number of minority employees, the male and female minority employees, the total number of 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**

While the university has no formal lines of progression, the workforce analysis provides information on UO's typical career movements. These career movements, such as movement from assistant to associate to full professor, are not automatic but occur only after a thorough and carefully documented review to determine whether the incumbent's accomplishments justify promotion. Other typical movements such as Office Specialist 1 to Office Specialist 2 are frequently competitive, requiring the employee to apply for an open position. When they occur, such movements are taken into account in establishing feeder job groups in the availability analysis.

## CHAPTER 2: JOB GROUP ANALYSIS

### 41 C.F.R. § 60-2.12

Although the workforce analysis is conducted by organizational unit, after it is completed, job titles for similar positions across units are grouped for the comparison of incumbency to availability and for setting goals. There are several reasons for grouping jobs.

Many positions are similar enough in content that handling them individually in the AAP is not necessary. Grouping together these positions and titles is appropriate and expected for the comparison of incumbency to availability. For many jobs, availability data is limited, so the same data must be used for several related jobs. Also, many job titles have so few incumbents that it is not possible to meaningfully identify disparities between incumbency and availability by job title.

The creation of job groups for this plan reflects regulatory requirements with a focus on similarity of content, wage rates, and opportunities. The use of these job groups has no legal or factual significance outside the context of this AAP, including but not limited to in the context of an Oregon Equal Pay Act analysis. 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. If possible, job groups must have enough incumbents to permit meaningful comparisons of incumbency to availability and goal setting.

The University of Oregon 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).

Table 1, on the following pages, lists the job groups for this AAP.

**Table 1: Job Groups**

Job Group Type and Number	Job Group Category Description
<b>Senior Executives</b>	<b>These positions provide leadership and oversight in support of the university’s mission. Individuals in these positions formulate broad policies and provide overall direction for the university or their major organizational units.</b>
A101	Senior Executive Officers
A102	Senior Academic Executives
A103	Senior Administrative Executives
<b>Faculty/ Research</b>	<p><b>Teaching and Research Faculty (02A1 through 02L4) are divided by academic schools and colleges and by tenure and career status within each school and college. Due to significant numbers of incumbents, there are dedicated research job groups in the College of Education and CAS Sciences.</b></p> <p><b>The Vice President for Research and Innovation has oversight for all Non-Tenure Track Faculty research and technical research support positions (02M1 through 02M4). These positions do not generally have tenure status and are, therefore, separated by Research Assistant and Research Associate Rank and by career status.</b></p> <p><b>Other Teaching/Research Faculty (02N1 through 02N3) includes employees whose major job duties involve teaching and academic research, but who do not report to academic units or the VP for Research and Innovation.</b></p>
02A1	College of Design: Tenure-Track Faculty
02A2	College of Design: Limited Appt. NTTF
02A3	College of Design: Career NTTF
02B1	Clark Honors College: Tenure-Track Faculty
02B2	Clark Honors College: Limited Appt. NTTF
02B3	Clark Honors College: Career NTTF
02C1	Law School: Tenure-Track Faculty
02C2	Law School: Limited Appt. NTTF
02C3	Law School: Career NTTF
02D1	School of Journalism and Communication: Tenure-Track Faculty
02D2	School of Journalism and Communication: Limited Appt. NTTF
02D3	School of Journalism and Communication: Career NTTF
02E1	School of Music and Dance: Tenure-Track Faculty
02E2	School of Music and Dance: Limited Appt. NTTF
02E3	School of Music and Dance: Career NTTF
02F1	Lundquist College of Business: Tenure-Track Faculty
02F2	Lundquist College of Business: Limited Appt. NTTF
02F3	Lundquist College of Business: Career NTTF
02G1	Library: Career NTTF
02H1	College of Education: Tenure-Track Faculty
02H2	College of Education: Limited Appt. NTTF

<b>Job Group Type and Number</b>	<b>Job Group Category Description</b>
02H3	College of Education: Career NTTF Instructional
02H4	College of Education: Career NTTF Research Associates
02H5	College of Education: Career NTTF Research Assistants
02J1	College of Arts & Sciences Humanities: Tenure-Track Faculty
02J2	College of Arts & Sciences Humanities: Limited Appt. NTTF
02J3	College of Arts & Sciences Humanities: Career NTTF
02K1	College of Arts & Sciences Social Sciences: Tenure-Track Faculty
02K2	College of Arts & Sciences Social Sciences: Limited Appt. NTTF
02K3	College of Arts & Sciences Social Sciences: Career NTTF
02L1	College of Arts & Sciences Natural Sciences: Tenure-Track Faculty
02L2	College of Arts & Sciences Natural Sciences: Limited Appt. NTTF
02L3	College of Arts & Sciences Natural Sciences: Career NTTF Instructional
02L4	College of Arts & Sciences Natural Sciences: Career NTTF Researchers
02M1	VP Research: Limited Appt. NTTF Research Associates
02M2	VP Research: Limited Appt. NTTF Research Assistants
02M3	VP Research: Career NTTF Research Associates
02M4	VP Research: Career NTTF Research Assistants
02N1	Other Teaching/Research: Limited Appt. NTTF
02N2	Other Teaching/Research: Career NTTF Instructional
02N3	Other Teaching/Research: Career NTTF Researchers
02R1	Knight Campus Tenure & Tenure Track Faculty
02R2	Knight Campus NTTF Limited Appointment
02R3	Knight Campus Career NTTF Instructional
02S1	Knight Campus Limited Appt. NTTF Research Associates & Above
02S2	Knight Campus Research NTTF Limited Appt. Research Assistants
02S3	Knight Campus Career NTTF Research Associates & Above
02S4	Knight Campus Career NTTF Research Assistants
<b>Senior Administrators</b>	<b>Incumbents are responsible for strategy, planning, policy, and results of a department or major function. These individuals may direct other managers but almost always have several direct reports in their area of responsibility.</b>
A201	Sr. Academic/Research Administrators
A202	Sr. Information Technology/Data Management Administrators
A203	Sr. Development/External Relations Administrators
A204	Sr. Health Services Administrators
A205	Sr. Financial/Contract Administrators
A206	Sr. Operations Administrators
A207	Sr. Program Administrators
A208	Sr. Museum & Library Administrators
A209	Sr. Student Services/Enrollment Management Administrators
A210	Sr. Athletic Administrators
A211	Head Coaches-Revenue Sports
<b>Administrators</b>	<b>Individuals in these job groups generally manage a team or group of staff and are responsible for delivering services, implementing strategies, and administering programs.</b>

<b>Job Group Type and Number</b>	<b>Job Group Category Description</b>
A301	Academic/Research Administrators
A302	Information Technology/Data Management Administrators
A303	Development/External Relations Administrators
A304	Health Services Administrators
A305	Financial/Contract Administrators
A306	Office Operations Administrators
A307	Program Administrators
A308	Museum & Library Administrators
A309	Student Services/Enrollment Management Administrators
A310	Athletic Administrators
A311	Head Coaches - Non-Revenue Sports
A312	Food Service Management
A313	Facilities, Building & Grounds Management
A314	Event Management
A315	Public Safety Management
A316	PE/Recreation Management
A317	Human Resource Administrators
A318	Housing Coordinators
<b>Senior Professionals</b>	<b>These incumbents are individual contributors in positions that require a high level of skill, considerable substantive experience and, generally, a discipline-specific college or advanced degree. Significant judgment is required in analyzing and evaluating problems.</b>
B101	Special Assistants and Advisors
B102	Sr. Information Technology/Data Management Professionals
B103	Sr. Development/External Relations Professionals
B104	Sr. Health Professionals
B105	Sr. Compliance/Legal Professionals
<b>Professionals</b>	<b>Includes individual contributors in positions that require specialized knowledge, requiring a college or advanced degree or comparable experience.</b>
B201	Academic/Research Professionals
B202	Information Technology/Data Management Professionals
B203	Development/External Relations Professionals
B204	Health Professionals
B205	Financial/Contract Professionals
B206	Administrative Professionals
B207	Program Professionals
B208	Museum & Library Professionals
B209	Advising, Counseling, & Other Student Services Professionals
B210	Assistant Athletic Coaches-Revenue Sports
B211	Assistant Athletic Coaches-Non-Revenue Sports
B212	Building, Facilities, & Grounds Professionals
B213	Compliance Professionals
B214	Human Resource Professionals

<b>Job Group Type and Number</b>	<b>Job Group Category Description</b>
<b>Clerical</b>	<b>Clerical positions have been divided into five separate job groups based on broadly utilized classified job titles further defined by content area and entry level or advanced skills.</b>
04A1	Clerical – Classified Office Specialist 2
04A2	Clerical – Classified Entry Office & Office Specialist 1
04A3	Clerical – Classified Specialist/Executive Level Office
04A4	Clerical – Classified Finance Related
04A5	Clerical – Classified Library
<b>Technical/Paraprofessional</b>	<b>Technical/Paraprofessional positions have been divided into four separate job groups based on similarity of job content.</b>
05A1	Technical – Classified Health Care Related
05A2	Technical – Classified Child Care Workers
05A3	Technical – Classified Computer/Technology Related
05A4	Technical – Classified Accountants
<b>Skilled Crafts</b>	<b>Skilled crafts includes such positions as carpenter, painter, printing press operate, and plumber.</b>
06A1	Skilled Craft Workers – Classified
<b>Service/Maintenance</b>	<b>Service and maintenance positions are divided into three job groups: cooks/food handlers, custodial workers, and other service/maintenance workers. Other service/maintenance workers include construction laborers, grounds maintenance workers, equipment operators, and police officers, among others.</b>
07A1	Service/Maintenance Food Handlers – Classified
07A2	Service/Maintenance Custodians – Classified
07A3	Service/Maintenance Other – Classified
<b>Temporary</b>	<b>Temporary classified positions are for limited duration, non-recurring work not to exceed 1040 hours in a one-year period or to fill in for employees on approved leave. They are assigned to job groups based primarily on type of work performed.</b>
09A1	Temporary – Professional
09A2	Temporary – Technical/Paraprofessional
09A3	Temporary – Office Support
09A4	UO Temp Skilled Craft
09A5	Temporary – Service/Maintenance
09A6	Temporary – Non-Regular

**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: Integrated Postsecondary Education Data System (IPEDS) reporting category, job title, employee headcounts for each job title, and overall percentages by gender and race/ethnicity as of 02/28/2023.

## 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 the University of Oregon for a given job group in the relevant labor market. The purpose of determining availability is to establish a benchmark against which the demographic composition of UO’s incumbent workforce can be compared to determine whether barriers to equal employment exist within particular job groups.

#### 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 a combination of the 2006-2010 American Community Survey (ACS) Census of Population data, 2018 Census codes, and/or other external sources that may be relevant for specific job groups such as the National Science Foundation Survey of Earned Doctorates or IPEDS.
- 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 are assigned to each factor for each job group. A combination of historical data and experience is used to determine the weights. Weights are never assigned in an effort to hide or reduce problem areas.

##### Identify Final Availability

Weights are multiplied by the appropriate data for each factor and then summed to produce final job group availability estimates for each sex and race/ethnic group, as well as for minorities in the aggregate.<sup>1</sup>

See the ***Availability Analysis*** for the availability breakdown for each job group.

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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.

**Chapter 5: Comparing Incumbency to Availability**  
**41 C.F.R. § 60-2.15**

Once final availability estimates are made for each job group, UO compares the percentage of female and minority employees in each job group (incumbency) to their corresponding availability. This comparison is used to determine whether minorities and females are being employed at a rate that would be expected based upon their availability for employment.

See the ***Comparison of Incumbency to Availability*** report for the results per job group. Table 2, following, summarizes this report. The “Establish Goal?” column indicates whether UO needs to establish a placement goal for that group based on the comparison of actual representation data versus the estimated availability. The “Add'l Needed” column is included for informational purposes only – it does not represent a quantitative goal. This column simply displays the difference between representation and availability in terms of number of employees rather than percentages.

Job Group	Gender / Race Groups	Employees (#)	Employees (%)	Availability (%)	Establish Goal? Yes / No	Add'l Needed (#)
02A1 - DSGN Tenure-Track Faculty	Females	38	50.0%	55.6%	NO	0
<i>Total Employees: 76</i>	Minority	20	26.3%	30.8%	NO	0
02A2 - DSGN Limited Appt. NTTF	Females	29	53.7%	45.7%	NO	0
<i>Total Employees: 54</i>	Minority	12	22.2%	23.1%	NO	0
02A3 - DSGN Career NTTF	Females	28	42.4%	47.0%	NO	0
<i>Total Employees: 66</i>	Minority	11	16.7%	23.6%	NO	0
02B1 - Honors College Tenure-Track Faculty	Females	5	62.5%	50.8%	NO	0
<i>Total Employees: 8</i>	Minority	2	25.0%	19.0%	NO	0
02B2 - Honors College Limited Appt. NTTF	Females	4	66.7%	54.1%	NO	0
<i>Total Employees: 6</i>	Minority	3	50.0%	22.1%	NO	0
02B3 - Honors College Career NTTF	Females	4	66.7%	54.7%	NO	0
<i>Total Employees: 6</i>	Minority	1	16.7%	7.8%	NO	0
02C1 - Law Tenure-Track Faculty	Females	13	54.2%	48.2%	NO	0
<i>Total Employees: 24</i>	Minority	6	25.0%	31.3%	NO	0
02C2 - Law Limited Appt. NTTF	Females	25	55.6%	42.2%	NO	0
<i>Total Employees: 45</i>	Minority	5	11.1%	20.4%	NO	0
02C3 - Law Career NTTF	Females	8	88.9%	42.7%	NO	0
<i>Total Employees: 9</i>	Minority	1	11.1%	21.3%	NO	0
02D1 - Journalism Tenure-Track Faculty	Females	12	35.3%	59.9%	YES	3
<i>Total Employees: 34</i>	Minority	12	35.3%	19.9%	NO	0

Job Group	Gender / Race Groups	Employees (#)	Employees (%)	Availability (%)	Establish Goal? Yes / No	Add'l Needed (#)
02D2 - Journalism Limited Appt. NTTF	Females	9	45.0%	32.1%	NO	0
<i>Total Employees: 20</i>	Minority	4	20.0%	18.5%	NO	0
02D3 - Journalism Career NTTF	Females	7	33.3%	43.2%	NO	0
<i>Total Employees: 21</i>	Minority	2	9.5%	24.1%	NO	0
02E 1 - Music Tenure-Track Faculty	Females	13	32.5%	47.8%	NO	0
<i>Total Employees: 40</i>	Minority	10	25.0%	20.1%	NO	0
02E 2 - Music Limited Appt. NTTF	Females	4	30.8%	46.9%	NO	0
<i>Total Employees: 13</i>	Minority	2	15.4%	17.7%	NO	0
02E 3 - Music Career NTTF	Females	9	56.3%	48.0%	NO	0
<i>Total Employees: 16</i>	Minority	3	18.8%	20.3%	NO	0
02F1 - Business Tenure-Track Faculty	Females	14	32.6%	38.3%	NO	0
<i>Total Employees: 43</i>	Minority	14	32.6%	31.5%	NO	0
02F2 - Business Limited Appt. NTTF	Females	10	58.8%	46.4%	NO	0
<i>Total Employees: 17</i>	Minority	1	5.9%	27.2%	YES	1
02F3 - Business Career NTTF	Females	9	31.0%	44.1%	NO	0
<i>Total Employees: 29</i>	Minority	2	6.9%	28.0%	YES	1
02G1 - Library Career NTTF	Females	24	66.7%	77.8%	NO	0
<i>Total Employees: 36</i>	Minority	5	13.9%	21.0%	NO	0
02H1 - Education Tenure-Track Faculty	Females	35	76.1%	75.6%	NO	0
<i>Total Employees: 46</i>	Minority	12	26.1%	24.8%	NO	0

Job Group	Gender / Race Groups	Employees (#)	Employees (%)	Availability (%)	Establish Goal? Yes / No	Add'l Needed (#)
02H2 - Education Limited Appt. NTTF	Females	48	65.8%	70.1%	NO	0
<i>Total Employees: 73</i>	Minority	8	11.0%	23.1%	YES	2
02H3 - Education Career NTTF Instructional	Females	21	84.0%	76.1%	NO	0
<i>Total Employees: 25</i>	Minority	4	16.0%	21.9%	NO	0
02H4 - Education Career NTTF Research Associates	Females	15	60.0%	74.9%	NO	0
<i>Total Employees: 25</i>	Minority	5	20.0%	23.5%	NO	0
02H5 - Education Career NTTF Research Assistants	Females	112	83.0%	72.9%	NO	0
<i>Total Employees: 135</i>	Minority	16	11.9%	21.2%	YES	3
02J1 - CAS Humanities Tenure-Track Faculty	Females	58	50.0%	55.8%	NO	0
<i>Total Employees: 116</i>	Minority	27	23.3%	19.8%	NO	0
02J2 - CAS Humanities Limited Appt. NTTF	Females	15	50.0%	59.7%	NO	0
<i>Total Employees: 30</i>	Minority	6	20.0%	22.4%	NO	0
02J3 - CAS Humanities Career NTTF	Females	55	75.3%	65.3%	NO	0
<i>Total Employees: 73</i>	Minority	21	28.8%	30.7%	NO	0
02K1 - CAS Social Sciences Tenure-Track Faculty	Females	56	44.4%	48.4%	NO	0
<i>Total Employees: 126</i>	Minority	34	27.0%	23.6%	NO	0
02K2 - CAS Social Sciences Limited Appt. NTTF	Females	9	33.3%	50.6%	NO	0
<i>Total Employees: 27</i>	Minority	2	7.4%	25.0%	YES	1
02K3 - CAS Social Sciences Career NTTF	Females	10	62.5%	46.3%	NO	0
<i>Total Employees: 16</i>	Minority	1	6.3%	20.0%	NO	0

Job Group	Gender / Race Groups	Employees (#)	Employees (%)	Availability (%)	Establish Goal? Yes / No	Add'l Needed (#)
<b>02L1 - CAS Natural Sciences Tenure-Track Faculty</b>	Females	53	27.6%	41.1%	YES	13
<i>Total Employees: 192</i>	Minority	32	16.7%	21.1%	NO	0
<b>02L2 - Cas Natural Sciences Limited Appt. NTTF</b>	Females	25	36.8%	47.2%	NO	0
<i>Total Employees: 68</i>	Minority	13	19.1%	22.9%	NO	0
<b>02L3 - CAS Natural Sciences Career NTTF Instructional</b>	Females	24	49.0%	43.6%	NO	0
<i>Total Employees: 49</i>	Minority	4	8.2%	23.0%	YES	1
<b>02L4 - CAS Natural Sciences Career NTTF Researchers</b>	Females	40	70.2%	59.4%	NO	0
<i>Total Employees: 57</i>	Minority	12	21.1%	20.3%	NO	0
<b>02M1 - VP Rsch Limited Appt. NTTF Research Associates</b>	Females	30	47.6%	46.3%	NO	0
<i>Total Employees: 63</i>	Minority	11	17.5%	26.3%	NO	0
<b>02M2 - VP Rsch Limited Appt. NTTF Research Assistants</b>	Females	32	58.2%	51.7%	NO	0
<i>Total Employees: 55</i>	Minority	15	27.3%	25.0%	NO	0
<b>02M3 - VP Rsch Career NTTF Research Associates</b>	Females	30	46.9%	49.9%	NO	0
<i>Total Employees: 64</i>	Minority	16	25.0%	21.9%	NO	0
<b>02M4 - VP Rsch Career NTTF Research Assistants</b>	Females	32	56.1%	44.4%	NO	0
<i>Total Employees: 57</i>	Minority	3	5.3%	23.2%	YES	4
<b>02N1 - Other Teaching/Research Limited Appt. NTTF</b>	Females	8	57.1%	59.7%	NO	0
<i>Total Employees: 14</i>	Minority	1	7.1%	23.4%	NO	0
<b>02N2 - Other Teaching/Research Career NTTF Instructional</b>	Females	16	59.3%	58.2%	NO	0
<i>Total Employees: 27</i>	Minority	2	7.4%	30.9%	YES	2

Job Group	Gender / Race Groups	Employees (#)	Employees (%)	Availability (%)	Establish Goal? Yes / No	Add'l Needed (#)
<b>02N3 - Other Teaching/Research Career NTTF Researchers</b>	Females	12	66.7%	57.0%	NO	0
<i>Total Employees: 18</i>	Minority	4	22.2%	20.8%	NO	0
<b>02R1 - Knight Campus Tenure &amp; Tenure Track Faculty</b>	Females	2	33.3%	41.1%	NO	0
<i>Total Employees: 6</i>	Minority	2	33.3%	21.1%	NO	0
<b>02R2 - Knight Campus NTTF Limited Appointment</b>	Females	3	100.0%	45.5%	NO	0
<i>Total Employees: 3</i>	Minority	0	0.0%	23.8%	NO	0
<b>02R3 - Knight Campus Career NTTF Instructional</b>	Females	1	25.0%	51.7%	NO	0
<i>Total Employees: 4</i>	Minority	0	0.0%	21.1%	NO	0
<b>02S1 - Knight Campus Limited AppT NTTF Research Associates &amp; Above</b>	Females	3	50.0%	46.7%	NO	0
<i>Total Employees: 6</i>	Minority	2	33.3%	24.3%	NO	0
<b>02S2 - Knight Campus Research NTTF Limited Appt Rsch Assist</b>	Females	4	50.0%	45.4%	NO	0
<i>Total Employees: 8</i>	Minority	4	50.0%	22.9%	NO	0
<b>02S3 - Knight Campus Career NTTF Research Associates &amp; Above</b>	Females	1	20.0%	64.8%	NO	0
<i>Total Employees: 5</i>	Minority	2	40.0%	21.2%	NO	0
<b>02S4 - Knight Campus Career NTTF Research Assistants</b>	Females	2	100.0%	66.6%	NO	0
<i>Total Employees: 2</i>	Minority	0	0.0%	26.7%	NO	0
<b>04A1 - Clerical Classified Office Specialist 2</b>	Females	121	82.9%	92.3%	YES	7
<i>Total Employees: 146</i>	Minority	31	21.2%	12.6%	NO	0
<b>04A2 - Clerical Classified Entry Office &amp; Office Specialist 1</b>	Females	40	85.1%	89.8%	NO	0
<i>Total Employees: 47</i>	Minority	8	17.0%	14.4%	NO	0

Job Group	Gender / Race Groups	Employees (#)	Employees (%)	Availability (%)	Establish Goal? Yes / No	Add'l Needed (#)
04A3 - Clerical Classified Specialist/Executive Level Office	Females	216	81.8%	75.0%	NO	0
Total Employees: 264	Minority	43	16.3%	18.1%	NO	0
04A4 - Clerical Classified Finance Related	Females	68	75.6%	67.8%	NO	0
Total Employees: 90	Minority	13	14.4%	11.7%	NO	0
04A5 - Clerical Classified Library	Females	28	77.8%	67.5%	NO	0
Total Employees: 36	Minority	6	16.7%	24.8%	NO	0
05A1 - Technical Classified Health Care Related	Females	47	85.5%	80.1%	NO	0
Total Employees: 55	Minority	6	10.9%	14.5%	NO	0
05A2 - Technical Classified Child Care Workers	Females	55	88.7%	87.2%	NO	0
Total Employees: 62	Minority	11	17.7%	22.6%	NO	0
05A3 - Technical Classified Computer/Tech. Related	Females	27	18.1%	29.0%	YES	5
Total Employees: 149	Minority	24	16.1%	18.6%	NO	0
05A4 - Technical Classified Accountants	Females	14	56.0%	72.7%	NO	0
Total Employees: 25	Minority	1	4.0%	16.9%	NO	0
06A1 - Classified Skilled Craft Workers	Females	10	8.7%	11.8%	NO	0
Total Employees: 115	Minority	11	9.6%	15.0%	NO	0
07A1 - Classified Service/Maintenance Food Handlers	Females	70	49.6%	37.7%	NO	0
Total Employees: 141	Minority	46	32.6%	28.7%	NO	0
07A2 - Classified Service/Maintenance Custodians	Females	61	37.0%	47.4%	YES	5
Total Employees: 165	Minority	57	34.5%	27.1%	NO	0

Job Group	Gender / Race Groups	Employees (#)	Employees (%)	Availability (%)	Establish Goal? Yes / No	Add'l Needed (#)
07A3 - Classified Service/Maintenance Other Service/Maint.	Females	37	30.8%	32.2%	NO	0
Total Employees: 120	Minority	21	17.5%	22.0%	NO	0
09A1 - Temporary Professional	Females	4	50.0%	68.9%	NO	0
Total Employees: 8	Minority	0	0.0%	19.7%	NO	0
09A2 - Temporary Technical/Para Professional	Females	20	55.6%	57.2%	NO	0
Total Employees: 36	Minority	8	22.2%	12.5%	NO	0
09A3 - Temporary Office Support	Females	57	71.3%	76.9%	NO	0
Total Employees: 80	Minority	22	27.5%	14.9%	NO	0
09A4 - UO Temp Skilled Craft	Females	1	100.0%	55.9%	NO	0
Total Employees: 1	Minority	0	0.0%	16.2%	NO	0
09A5 - Temporary Service/Maintenance	Females	7	50.0%	46.7%	NO	0
Total Employees: 14	Minority	2	14.3%	25.4%	NO	0
09A6 - Temporary Non-Regular	Females	131	53.3%	62.4%	YES	8
Total Employees: 246	Minority	58	23.6%	19.3%	NO	0
A101 - Senior Executive Officers	Females	4	36.4%	49.0%	NO	0
Total Employees: 11	Minority	3	27.3%	23.4%	NO	0
A102 - Senior Academic Executives	Females	15	55.6%	49.0%	NO	0
Total Employees: 27	Minority	6	22.2%	25.8%	NO	0
A103 - Senior Administrative Executives	Females	6	27.3%	48.3%	YES	1
Total Employees: 22	Minority	4	18.2%	18.6%	NO	0

Job Group	Gender / Race Groups	Employees (#)	Employees (%)	Availability (%)	Establish Goal? Yes / No	Add'l Needed (#)
A201 - Sr. Academic/Research Administrators	Females	7	43.8%	56.8%	NO	0
Total Employees: 16	Minority	2	12.5%	24.5%	NO	0
A202 - Sr. Information Tech./Data Mgmt Administrators	Females	6	24.0%	20.5%	NO	0
Total Employees: 25	Minority	4	16.0%	19.4%	NO	0
A203 - Sr. Development/External Relations Administrators	Females	9	47.4%	58.3%	NO	0
Total Employees: 19	Minority	3	15.8%	15.7%	NO	0
A204 - Sr. Health Services Administrators	Females	5	71.4%	63.4%	NO	0
Total Employees: 7	Minority	0	0.0%	24.9%	NO	0
A205 - Sr. Financial/Contract Administrators	Females	5	41.7%	56.6%	NO	0
Total Employees: 12	Minority	1	8.3%	20.9%	NO	0
A206 - Sr. Operations Administrators	Females	10	58.8%	52.9%	NO	0
Total Employees: 17	Minority	4	23.5%	16.7%	NO	0
A207 - Sr. Program Administrators	Females	10	45.5%	47.0%	NO	0
Total Employees: 22	Minority	1	4.5%	21.2%	YES	1
A208 - Sr. Museum & Library Administrators	Females	1	25.0%	70.4%	NO	0
Total Employees: 4	Minority	1	25.0%	22.5%	NO	0
A209 - Sr. Student Services/Enrollment Mgmt Administrators	Females	17	56.7%	68.4%	NO	0
Total Employees: 30	Minority	10	33.3%	25.1%	NO	0
A210 - Sr. Athletic Administrators	Females	2	33.3%	40.6%	NO	0
Total Employees: 6	Minority	0	0.0%	20.4%	NO	0

Job Group	Gender / Race Groups	Employees (#)	Employees (%)	Availability (%)	Establish Goal? Yes / No	Add'l Needed (#)
A211 - Head Coaches Revenue Sports	Females	0	0.0%	19.0%	NO	0
Total Employees: 2	Minority	0	0.0%	38.2%	NO	0
A301 - Academic/Research Administrators	Females	26	78.8%	67.5%	NO	0
Total Employees: 33	Minority	2	6.1%	20.2%	YES	1
A302 - Information Tech./Data Mgmt Administrators	Females	7	16.7%	28.7%	NO	0
Total Employees: 42	Minority	6	14.3%	18.8%	NO	0
A303 - Development/External Relations Administrators	Females	21	67.7%	60.8%	NO	0
Total Employees: 31	Minority	3	9.7%	20.1%	NO	0
A304 - Health Services Administrators	Females	5	62.5%	76.4%	NO	0
Total Employees: 8	Minority	2	25.0%	18.3%	NO	0
A305 - Financial/Contract Administrators	Females	27	62.8%	64.6%	NO	0
Total Employees: 43	Minority	3	7.0%	16.8%	NO	0
A306 - Office Operations Administrators	Females	55	80.9%	74.7%	NO	0
Total Employees: 68	Minority	8	11.8%	18.9%	NO	0
A307 - Program Administrators	Females	22	64.7%	64.3%	NO	0
Total Employees: 34	Minority	3	8.8%	22.0%	NO	0
A308 - Museum & Library Administrators	Females	8	80.0%	72.8%	NO	0
Total Employees: 10	Minority	3	30.0%	24.4%	NO	0
A309 - Student Services/Enrollment Mgmt Administrators	Females	39	78.0%	68.4%	NO	0
Total Employees: 50	Minority	14	28.0%	27.1%	NO	0

Job Group	Gender / Race Groups	Employees (#)	Employees (%)	Availability (%)	Establish Goal? Yes / No	Add'l Needed (#)
A310 - Athletic Administrators	Females	5	33.3%	43.9%	NO	0
<i>Total Employees: 15</i>	Minority	1	6.7%	19.9%	NO	0
A311 - Head Coaches NonRevenue Sports	Females	4	26.7%	40.6%	NO	0
<i>Total Employees: 15</i>	Minority	2	13.3%	26.5%	NO	0
A312 - Food Service Management	Females	5	33.3%	47.1%	NO	0
<i>Total Employees: 15</i>	Minority	4	26.7%	27.2%	NO	0
A313 - Facilities, Building & Grounds Management	Females	7	16.3%	18.4%	NO	0
<i>Total Employees: 43</i>	Minority	7	16.3%	20.4%	NO	0
A314 - Event Management	Females	17	73.9%	67.6%	NO	0
<i>Total Employees: 23</i>	Minority	1	4.3%	20.5%	YES	1
A315 - Public Safety Management	Females	1	12.5%	24.5%	NO	0
<i>Total Employees: 8</i>	Minority	0	0.0%	6.4%	NO	0
A316 - PE/Recreation Management	Females	9	64.3%	52.1%	NO	0
<i>Total Employees: 14</i>	Minority	0	0.0%	20.7%	NO	0
A317 - Human Resources Management	Females	17	81.0%	73.5%	NO	0
<i>Total Employees: 21</i>	Minority	2	9.5%	18.5%	NO	0
A318 - Housing Coordinators	Females	5	50.0%	57.9%	NO	0
<i>Total Employees: 10</i>	Minority	3	30.0%	26.0%	NO	0
B101 - Special Assistants & Advisors	Females	2	66.7%	49.6%	NO	0
<i>Total Employees: 3</i>	Minority	1	33.3%	20.5%	NO	0

Job Group	Gender / Race Groups	Employees (#)	Employees (%)	Availability (%)	Establish Goal? Yes / No	Add'l Needed (#)
B102 - Sr. Information/Data Mgmt Professionals	Females	0	0.0%	24.9%	NO	0
<i>Total Employees: 6</i>	Minority	1	16.7%	20.3%	NO	0
B103 - Sr. Development/External Relations Professionals	Females	8	57.1%	61.9%	NO	0
<i>Total Employees: 14</i>	Minority	1	7.1%	17.2%	NO	0
B104 - Sr. Health Professionals	Females	5	38.5%	37.4%	NO	0
<i>Total Employees: 13</i>	Minority	1	7.7%	24.4%	NO	0
B105 - Sr. Compliance/Legal Professionals	Females	4	50.0%	47.0%	NO	0
<i>Total Employees: 8</i>	Minority	0	0.0%	19.2%	NO	0
B201 - Academic/Research Professionals	Females	21	80.8%	54.7%	NO	0
<i>Total Employees: 26</i>	Minority	1	3.8%	19.9%	YES	1
B202 - Information/Data Mgmt Professionals	Females	10	22.2%	29.7%	NO	0
<i>Total Employees: 45</i>	Minority	7	15.6%	23.6%	NO	0
B203 - Development/External Relations Professionals	Females	70	68.6%	69.1%	NO	0
<i>Total Employees: 102</i>	Minority	14	13.7%	20.3%	NO	0
B204 - Health Professionals	Females	20	71.4%	72.9%	NO	0
<i>Total Employees: 28</i>	Minority	9	32.1%	17.4%	NO	0
B205 - Financial/Contract Professionals	Females	27	73.0%	66.4%	NO	0
<i>Total Employees: 37</i>	Minority	9	24.3%	21.2%	NO	0
B206 - Administrative Professionals	Females	70	90.9%	84.7%	NO	0
<i>Total Employees: 77</i>	Minority	12	15.6%	19.5%	NO	0

Job Group	Gender / Race Groups	Employees (#)	Employees (%)	Availability (%)	Establish Goal? Yes / No	Add'l Needed (#)
B207 - Program Professionals <i>Total Employees: 94</i>	Females	51	54.3%	54.8%	NO	0
	Minority	23	24.5%	25.5%	NO	0
B208 - Museum & Library Professionals <i>Total Employees: 13</i>	Females	7	53.8%	72.5%	NO	0
	Minority	1	7.7%	24.3%	NO	0
B209 - Advising/Counseling/Student Services Professionals <i>Total Employees: 160</i>	Females	116	72.5%	69.9%	NO	0
	Minority	64	40.0%	24.5%	NO	0
B210 - Assistant Athletic Coaches Revenue Sports <i>Total Employees: 12</i>	Females	0	0.0%	38.7%	YES	1
	Minority	6	50.0%	26.3%	NO	0
B211 - Assistant Athletic Coaches NonRevenue Sports <i>Total Employees: 33</i>	Females	16	48.5%	40.9%	NO	0
	Minority	9	27.3%	25.9%	NO	0
B212 - Building, Facilities & Grounds Professionals <i>Total Employees: 23</i>	Females	10	43.5%	26.4%	NO	0
	Minority	3	13.0%	15.7%	NO	0
B213 - Compliance Professionals <i>Total Employees: 21</i>	Females	14	66.7%	60.1%	NO	0
	Minority	4	19.0%	23.5%	NO	0
B214 - Human Resources Professionals <i>Total Employees: 28</i>	Females	22	78.6%	75.4%	NO	0
	Minority	5	17.9%	20.5%	NO	0

## **Chapter 6: Placement Goals**

### **41 C.F.R. § 60-2.16**

The University of Oregon 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 minimally qualified persons in the relevant labor area as well as the availability of internal candidates who are promotable, transferable, and trainable for positions within the job group.

The following principles apply to annual placement goals:

1. Annual placement goals are not rigid or inflexible quotas that must be met.
2. Annual placement goals do not set a ceiling or floor for the employment of particular groups.
3. Annual placement goals do not create set-asides for specific groups and are not intended to achieve proportional representation or equal results.
4. Annual placement goals will not be used to supersede merit selection principles and do not require or justify the hiring or promotion of a less qualified person in preference to a more qualified one.

Placement goals are targets that are reasonably attainable by implementing identified action-oriented programs, including affirmative recruitment and review of the total employment process (see Chapter 9), to ensure there are no barriers to equal opportunity.

## **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, the University of Oregon has designated specific responsibilities to various staff to ensure the AAP focuses on all components of the employment system. Mark Schmelz, Vice President and Chief Human Resources Officer (VP/CHRO), has been assigned to serve as the equal employment opportunity officer to directly oversee the planning and implementation of this Affirmative Action Plan (AAP).

#### **President of the University**

Jamie Moffitt, interim president of the University of Oregon, has primary responsibility for the AAP, consistent with the overall responsibility vested in the Office of the President for all matters concerning the administration of the university. The president is responsible, through senior university administrative officials and the chief human resources officer, for adherence to UO's policy of equal employment opportunity and other policies. This role includes, but is not limited to, the following duties:

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

#### **Senior University Administrative Officials**

The president has assigned authority and responsibility to collaboratively lead the university's efforts to embed inclusion, equity, and diversity in its institutional practices, policies, and norms to the vice president for equity and inclusion. In addition, the president has charged all members of executive leadership with responsibility for equal opportunity within their areas of responsibility. That applies to the provost and senior vice president, the vice presidents of university advancement, research and innovation, Knight campus, university communications, student life, finance and administration, enrollment management, human resources, information services, safety and risk services, the general counsel, and the director of intercollegiate athletics.

#### **Equal Employment Opportunity Officer**

The Vice President and Chief Human Resources Officer, Mark Schmelz, serves as

equal employment opportunity officer with responsibility for overseeing compliance by the university with applicable equal employment opportunity laws and policies. The VP/CHRO oversees all university policies and practices with respect to affirmative recruitment, non-discriminatory selection, record keeping, and reporting on compliance activities to the president or other senior officials.

The VP/CHRO's responsibilities include, but are not limited to, the following:

1. Ensure that UO adheres to the stated policy of equal employment opportunity and monitors the application of equal employment opportunity policies.
2. Ensure that all university affirmative action plans are updated and reviewed annually in accordance with the university's policy.
3. Oversee all employment practices, including position specifications, recruitment, selection, classification, compensation, performance management, discipline, discharge, and benefits management, to ensure that such practices are free of discriminatory provisions or artificial barriers and promote equal opportunity.
4. Develop and implement audit and reporting systems to measure the effectiveness of equal employment opportunity programs, including systems that determine the degree to which goals and objectives have been attained and indicate the need for remedial action.
5. Review affirmative action and audit reports to identify problem areas and establish procedures, goals, and objectives to solve these problems, in conjunction with administrators and leadership.
6. Participate in discussions with leadership, supervision, and all other employed personnel to ensure AAP and equal employment opportunity policies are being followed.
7. Ensure that all new employees receive an orientation to UO's equal employment opportunity policy and are informed with regard to the AAP and its objectives.
8. Provide direction to university employees, as necessary, to carry out all actions required to meet UO's equal opportunity and affirmative action commitments.
9. Report on the latest developments and requirements in the equal opportunity area and recommend revisions to policies and procedures, as needed, to ensure they are not in violation of federal or state laws and regulations.
10. Conduct audits to ensure that all required equal opportunity posters and policies are displayed and thoroughly communicated.

## **Administrators, Managers, and Supervisors**

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

1. Make selections, assignments, transfers, salary adjustments, promotions, and provide training opportunities without regard to race, sex, sexual orientation, gender identity, color, religion, national origin, or other protected status.
2. Take steps to ensure that all employees, including minorities, women, individuals with disabilities, protected veterans, and members of other protected classes, are afforded opportunities for training, transfers, and promotions.
3. Assist in identifying problem areas and provide needed information for establishing and meeting departmental equity and inclusion goals and objectives.
4. Respond to employee concerns related to equal opportunity, consult with Human Resources in managing such concerns, and take steps to ensure that the university's equal opportunity and non-discrimination policies are being followed.
5. Participate in a variety of compliance activities, including, but not limited to:
  - a. Proper display of current EEO posters.
  - b. Ensure that facilities are maintained for the use of all employees and integrated both in policy and practice.
  - c. Encourage all employees, including women and minorities, to participate in UO-sponsored educational, training, recreational, and social activities.

## **Chapter 8: Identification of Problem Areas**

### **41 C.F.R. § 60-2.17(b)**

The University of Oregon has conducted an analysis of its total employment process to determine whether and where impediments to equal employment opportunity may exist. In addition to comparing incumbency to availability within job groups, UO has conducted studies to identify problem areas in each of its selection procedures (i.e., hires, promotions, and terminations). The university will continue to monitor and update these studies during each AAP year. In each case where potential problem areas have been identified, the university will place additional care consistent with the action-oriented programs described in Chapter 9 of this AAP.

### **Background**

The university continues to further utilize talent management and learning and development systems to integrate the identification, selection, development, and retention of talent within our organization. This system is now being used for most recruitments and promotions. We are continuing to refine the procedures and recordkeeping surrounding these processes. Another implemented feature of this system is the learning and development module which promotes opportunities for professional growth. Employees and supervisors can collaborate by searching and registering for learning activities, creating customized development plans, and tracking progress towards development goals.

In addition to the above system, the university has additional learning and development platforms and resources, including LinkedIn Learning, Academic Impression, and the Gallup Access Platform, which have been implemented to support employee growth, engagement, and success.

Other significant upgrades to our personnel processes include a market-based compensation system for non-bargaining unit staff with defined bands and salary ranges for each approved recruitment.

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

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.

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

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.

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

Employee compensation systems at UO vary by type of employee. Many employees are union-represented and practices surrounding their pay are governed by collective bargaining agreements. A compensation program featuring pay bands and salary ranges applies to officers of administration (most non-bargaining unit employees).

### **Selection, Recruitment, Referral and Other Personnel Procedures (41 C.F.R. § 60-2.17(b)(4))**

The University of Oregon periodically reviews personnel procedures to determine if they present barriers to equal employment opportunity or impediments to advancement. Included in this review are creation, updating, and approval of position descriptions and requisitions; training regarding active recruitment for the purpose of building diverse pools of the most highly qualified applicants available; posting, screening, interviewing, and documentation processes; and procedures related to both competitive and non-competitive promotions.

## **Chapter 9: Action-Oriented Programs**

### **41 C.F.R. § 60-2.17(c)**

Any problem areas identified in the analyses described in Chapter 8 as contributing to the underutilization of women and minorities will be addressed through action-oriented programs. These programs will be carried out throughout the AAP year and evaluated for effectiveness. The Chief Human Resources Officer, Provost, and the Vice President for Equity and Inclusion, with the assistance of administrators and managers, will be responsible for ensuring that the following are implemented.

The following areas of action-oriented programs are detailed below:

- Campus Climate and Culture
- Recruitment
- Job Specifications and Selection Process
- Job Advancement
- Other Action-Oriented Programs

### **Campus Climate and Culture**

Cultural diversity, equity, and inclusion are core values of the university and necessary for the accomplishment of its educational and research mission along with its ability to attract and retain talented employees.

The university's Division of Equity and Inclusion (DEI) promotes inclusive excellence through a commitment to institutional fairness and equity, creating work and learning environments free from discrimination, and celebrating and affirming the strengths of a multicultural community. Its 2020 report, IDEAL: Our Roadmap for a Fully Inclusive and Resilient Campus, provides detailed data on unit-level efforts to implement over 600 different tactics to advance the five pillars of the university's strategic diversity framework (Inclusion, Diversity, Evaluation, Achievement, and Leadership).

In October 2020, the university's then Provost, Patrick Phillips, announced four new initiatives to enhance diversity at the university. In part, that plan involves addressing the way the entire university hires, trains, and treats its faculty and staff and seeking to improve campus climate by directly addressing systematic racism on campus that affects Black faculty, students, and staff.

Additionally, the Office of the Provost and DEI have partnered to launch a new "active retention" initiative led by the Center on Diversity and Community (CoDaC). This initiative includes hiring third-party consultants to anonymously interview current and former faculty of color in order to develop a clear and unvarnished view of the challenges that our faculty of color face every day, and immediately identify strategies to address those challenges.

In order to better measure efforts to further the university's commitment to build a

more inclusive, equitable, and diverse campus community, the UO engaged Gallup, Inc. to conduct a confidential campus-wide climate survey in April 2022. All employee groups were invited and encouraged to complete the survey, intended to measure the extent to which employees feel engaged, included, and respected. The data collected in the climate survey is being used in many ways: as a baseline for understanding the present climate, to establish a benchmark against which to measure change over time to help inform current and future institutional priorities, and to establish additional programming to enhance and improve the climate in individual units and at the university as a whole. Results of this survey have been shared and units are in the process of developing action plans. One outcome of this planning is the Employee Engagement Manager Toolkit, which includes engagement principles, strategies, recommended actions, resources, and reference tools for managers. Employees also gained access to the full Gallup Access Platform which provides advice, articles, and training in the areas of engagement, employee experience, culture transformation, leadership, and organizational effectiveness.

Dedicated positions were created in the past year to assist in further development and support DEI measures, including an Associate Vice Provost for Diversity and Inclusion within the Office of the Provost, an Associate Dean for Diversity, Equity and Inclusion in the College of Arts and Sciences, and a Diversity, Equity, and Inclusion Analyst in University Human Resources.

Many other campus activities, events, and communications provide numerous and varied opportunities for exchange of ideas and experiences, thus contributing to increased appreciation for a diverse and inclusive campus. A sample of events offered during 2022-2023 include:

1. *Identity-based Employee Resource Groups* – Strategies and Working Groups are autonomous groups of faculty, staff, and students from Native/Indigenous, Black/African-American, Latinx, Asian, Desi and Pacific Islander, and white communities that are open to people of all racial and ethnic backgrounds. They provide opportunities for intentional cross-campus collaborations, fostering understanding and networking, and encouraging engagement, empowerment and justice.
2. *UO African American Workshop and Lecture Series* – In cooperation with the Black Student Task Force, sponsored by the Office of President, and coordinated by the Division of Equity and Inclusion.
3. *Queer Ally Coalition Training* – Open to all members of the UO community who want to learn more about lesbian, gay, bisexual, transgender, queer, and ally issues and support LGBTQA individuals.
4. *Communities of Color First Friday Event* – An opportunity for people of color, social justice allies, and equity workers to network and develop connections within the local community.

5. *Sexual Assault Awareness Month* – A variety of events focused on educational and interactive ways of addressing sexual violence.
6. *Dreamer Ally Training* – The UO Dreamers Working Group offers information sessions and ally trainings for staff and faculty to better understand the experiences of DACA (Undocumented and Deferred Action for Childhood Arrivals), aka “Dreamer” students.
7. *Accessibility Ally Program* – Led by the UO’s Accessible Education Center, the Ally program is an opportunity for interested faculty and staff to increase awareness related to disability and develop skills and knowledge, as well as to create a network of people committed to eliminating the attitudinal, physical, and curricular barriers experienced by students with disabilities at the UO.
8. *Rehearsals for Life* – RfL is a program which was created to help people learn and practice stepping in and defusing disrespectful situations. These participatory workshops help build a healthier, more equitable campus for all.
9. *Around the O articles* – This university communication venue often features accomplished employees, including women and people of color, from units and departments all over campus.
10. *Weaving New Beginnings* – A networking reception to welcome all students, faculty, and staff of color.
11. *BE Series* – The series brings in speakers from across the U.S. to discuss topics ranging from mental health to financial management, and everything in between, encouraging students to explore their diverse identities through the interconnection of personal, professional, and academic development.

### **Recruitment and Retention**

1. Advertisements and other recruiting communications include either an expanded statement that “The University of Oregon is an equal opportunity affirmative action institution committed to cultural diversity and compliance with the ADA. The University encourages all qualified individuals to apply and does not discriminate on the basis of any protected status, including veteran and disability status,” or an abbreviated “EO/AA/Veterans/Disability institution committed to cultural diversity.”
2. The University of Oregon will continue to post open positions on the “Careers” page of the Human Resources website. WorkSource Oregon Employment Department, the local job service office, also obtains daily updates of our new postings, in compliance with their prescribed procedures and in accordance with OFCCP regulations.

3. Job advertisements for faculty and staff positions are automatically placed in the Chronicle of Higher Education at no cost to individual departments or units.
4. Units engaged in searches are encouraged to utilize a wide variety of outreach and recruitment resources. The University has partnered with Job Elephant, who offers consultative guidance on ad locations as well as access to a variety of diversity-focused sources. A few of the many diversity-focused sources used for recruiting include the Minority Opportunities Athletic Association, African American Development Officers, Diverse Issues in Higher Education, Partners in Diversity, Diversity/Bilingual Network, Oregon Women Lawyers listserv, Coalition of Black Trade Unionists, and targeted communications to other educational institutions with strong Black, Hispanic, and Native American representation. Units are also encouraged to engage in Active Recruitment in all searches.
5. A key focus of the President's Diversity Advisory Community Council, composed of local and statewide community representatives, is to assist with UO's efforts to recruit and retain traditionally underrepresented students, staff, and faculty, including racial and ethnic minorities; women in science, technology, and math careers; veterans; people with disabilities; and members of the LGBTQ community.
6. Facing critical recruitment and retention issues related to dual career couples, the Office of the Provost (OTP) has re-envisioned how to help a partner find permanent employment in the area. A new mission for the program was developed: "The University of Oregon recognizes the importance of supporting dual career couples. We are committed to assisting dual career partners with their job searches and career transitions through a range of resources and opportunities tailored to the partner."

The Dual Career Liaison – provides consultations on job search advice and career transitions for eligible dual career partners. Consultation services include:

- Introduction to the local/regional market.
  - Contacts for networking and informational interviews.
  - Resources and advice for off-campus job opportunities.
  - Identification of on-campus job opportunities.
  - Information about further academic study.
  - Resume/CV and cover letter reviews.
  - Career transition or relaunch advice.
7. The Office of the Provost, in partnership with the Division of Equity and Inclusion, provides support in the hiring and retention of diverse faculty through the Inclusive Excellence Fund. Once a decision has been made to

extend an offer to a top candidate of color, OtP may provide supplemental funds that are designed to provide support for new faculty members in a manner that is congruent with common start-up negotiation norms in the department.

8. UO has created a long-term goal to increase the representation of women and underrepresented communities among the university's tenured and tenure-track faculty, and overall to maximize the university's ability to attract and recruit outstanding, highly competitive candidates. To support these efforts, the Office of the Provost, in conjunction with other offices such as Human Resources and the Division of Equity and Inclusion, has created an Active Recruitment Team (ART) and corresponding process. The ART provides advice, guidance, and resources to search committees on ways to broaden pools of candidates, reviews applicant data against candidate availability data to ensure that applicant pools are appropriately representative of the broader discipline and serves as thought partners for committees during the evaluation and selection of candidate phases to ensure best practices and legal requirements are followed.
9. For non-faculty searches, HR recruitment consultants are available to provide support to units regarding benchmark recruiting data and development of a search plan, especially for those open positions in jobs groups with placement goals. Recruitment consultants can also provide candidate demographic and availability data and provide training and resources to support active recruitment and equitable search practices.
10. University publications and online communications will reflect our diverse student, staff, and faculty population.
11. The university sponsors and participates in many pathway and internship programs aimed at increasing diversity in the workplace of the future by increasing opportunities for students from underrepresented groups.
  - a. Faculty participate in many of these programs, including: the Sapsik<sup>ʷ</sup>alá Teacher Education Program (Native / Indigenous), UO Women in Graduate Science, Creating Connections (serving underrepresented graduate students), SAIL (Summer Academy to Inspire Learning), SPUR (Summer Program for Undergraduate Research), SLP (Science Literacy Program), SACNAS: UO Society for Advancement of Chicanos/Hispanics and Native Americans in Science, Oregon Young Scholars Program, Leadership Enrichment Internships, Asklepiads Pre-Medical Society, dozens of identity-based pre-professional student organizations across all schools and colleges, and many others (see Faculty Involvement in Pathway Programs for additional programs).
  - b. Other programs include the Bridge of the Gods Summer Academy for Native American high school students (joint program with Lane Community College), that offers a free two-week residency program for Native American students, and UO Connections, a half-day college advocacy program for first generation, ethnically diverse, or

economically disadvantaged high school students.

### **Job Specifications/Selection Process**

1. Job descriptions and specifications will continue to be reviewed and revised, as necessary, prior to posting and/or recruiting for candidates to make sure education, experience, and skill requirements are consistent with the requirements of the job. These specifications are non-discriminatory with respect to race, sex, sexual orientation, gender identity, color, religion, national origin, veterans, disability, or other protected status.
2. Approved job specifications will be made available to all members of search committees, panels, or recruiting sources involved in the recruiting, screening, selection, and promotion process prior to reviewing application materials or interviewing applicants.
3. The Office of the Provost, in conjunction with other university departments, has developed a faculty search resource. The Expected Practices in Faculty Hiring web page describes the findings from scholarly research and best practices from peer institutions as they relate to the faculty search process in general, and to diversifying tenure-related faculty in particular. All stages of the hiring process are included in this search resource. In addition to this, a community canvas site with search resources, best-practice guidance for tenure-track searches was developed and shared with all faculty on campus.
4. Many departments use application and interview questions related to an applicants' ability to contribute to an inclusive campus through a position's areas of responsibility.
5. Increased focus is being paid to increasing awareness of the impact of implicit bias in the selection process. All search committee members for tenure-track faculty positions are required to complete the Understanding Unconscious Bias LinkedIn Learning course and then discuss unconscious bias as a committee and what search committees can do to identify and interrupt it. Many units require implicit bias training for those participating in search and selection processes for other employee categories.
6. Many departments have deployed specific search practices geared at mitigating and reducing the impact of bias in the hiring process. These include using de-identified applications during initial reviews, providing secondary reviews for disqualified applicants, and monitoring for the possibility of implicit bias at various search stages.
7. Search Advocate Program – A Search Advocate is a consultant/participant who advances inclusive excellence by asking questions and providing strategies and tools to help search committee members avoid acting on implicit bias. DEI has worked with the Office of the Provost and Human Resources to identify trained search advocates to serve on searches for tenure track faculty and senior

leadership positions.

8. Training related to recruitment and hiring, intended for hiring managers, HR partners or other staff who manage positions and recruitment, is presented throughout the year. Covered topics have included development of an effective and accurate position description, appropriate compensation levels, working with search committees, applying veteran's preference where applicable, best practices in applicant review and interviewing, reference checks and negotiation, and appropriate documentation.

### **Job Advancement**

1. Competitive open positions are posted on the UO website. Employees may apply for any posted position for which they feel qualified. Some posted positions are only open to UO employees.
2. Employees may also be promoted non-competitively. Such promotions generally involve high performing employees assuming more responsibility over time in conjunction with departmental business needs. It would be inappropriate to competitively recruit in these situations as there is no real "vacancy" or opportunity for anyone but the incumbent. These transactions are carefully monitored by Human Resources.
3. As outlined in the Collective Bargaining Agreement between United Academics (UOs faculty bargaining unit) and the university, when being reviewed for tenure or promotion, tenure-track and career faculty must submit a personal statement that includes a discussion of contributions to institutional equity and inclusion.
4. Formal employee performance evaluations are conducted. One aspect of these evaluations is the assessment and communication of professional development and training needs of individual employees.
5. Employees are encouraged to take advantage of the extensive training opportunities offered by the Learning and Development unit within Human Resources in order to acquire the skills needed to advance or compete for new opportunities. These include MyTrack Learning, which houses instructor-led training, workshops, and eLearning courses offered by departments or programs on campus, LinkedIn Learning, a leading online platform that includes thousands of professionally developed video-based courses on a variety of topics, and Academic Impressions, which provides leadership, personal development, and skills-based training focused for higher education professionals.
6. For employees needing degree credentials to advance into desired positions, the university offers reduced tuition fee rates. All employees, including minority and female employees, are encouraged to take advantage of this opportunity.

7. Several divisions have established internship programs focused on providing opportunities for students in underrepresented communities.
8. Many departments utilize their departmental email lists and meetings to announce open positions and encourage internal candidates to apply.
9. The Professional Development Opportunity Fund provides financial assistance for staff to pursue development opportunities beyond what departments can afford. Up to \$200 per employee per year is available for work-related seminars, workshops, credit courses at UO or Lane Community College, community education courses, or related travel per diem reimbursement. This benefit is available to all half-time or greater employees.
10. The Division of Equity and Inclusion offers professional development grants up to \$2,500, providing UO staff with the opportunity to develop skills that facilitate the institutionalization of equity, inclusion, diversity and belonging on campus.
11. *Mentorship* - The university supports faculty mentorship programs focused on diversity, equity, and inclusion, <https://provost.uoregon.edu/mentorship>. The Division of Equity and Inclusion also offers competitive faculty external mentor grants, which supports the research, creative activity, and professional development of faculty who seek to establish and/or advance a mentoring relationship with a scholar in their field at a peer institution.
12. *Faculty Success Program* - This program allows faculty including women and those from underrepresented backgrounds to build relationships and core academic skills, <https://provost.uoregon.edu/supporting-new-faculty-success>.
13. *Writing Circles* – Led by the Division of Equity and Inclusion, they are designed to support faculty and graduate students as they write for publication, and by extension, for promotion and tenure, and academic purposes. Writing Circles promote and share strong writing practices and build a community of writers on campus.
14. *Writing Consultation* – DEI’s Center on Diversity and Community offers one-on-one writing coaching services, helping faculty clients rethink, reshape, and improve their writing practices, which in turn strengthens their academic career development.

### **Other Action-Oriented Programs**

1. *Discrimination/Harassment policies* – Formal policies related to Discrimination and Retaliation, including sexual harassment; Equal Opportunity; and Grievances are included in the UO Policy Library, available on the university’s website.
2. *Workplace Harassment Training* – The university requires mandatory training

for all new employees, and on a regular basis for current employees, which covers what constitutes prohibited discrimination and workplace harassment and how to report it at the University of Oregon. The training was recently updated and re-released to campus in 2022.

3. *Annual Notices* – The university will continue to stress the right of each employee to work in an environment free from discrimination and harassment. HR sends out an annual notice to all faculty and staff reiterating this position and encourages supervisors to engage their employees in conversations about respectful workplace expectations and prohibited discrimination.
4. *The UO Leadership Academy* – The university recently launched a leadership development program designed to expand the pipeline of diverse and talented administrative and academic leaders.
5. *Diversity Action Plans* – Since 2016, the university has been engaged in creating and implementing college and unit specific Diversity Action Plans (DAP) pursuant to the IDEAL Framework. IDEAL stands for Inclusion, Diversity, Evaluation, Achievement, Leadership. More information about the overall initiative can be found here: <https://inclusion.uoregon.edu/IDEAL>.
6. *New Employee Orientation* – All new employees are highly encouraged to attend the new employee orientation offered on a quarterly basis. New employees receive information regarding safety and risk, respectful workplace expectations, equity, and inclusion, Ombuds services, and mandatory reporting obligations.
7. *The Center for the Study of Women in Society* – Offers programming, affinity groups, and grant support targeting leadership and scholarship around gender and inclusivity, <https://csws.uoregon.edu>. They also lead a networking community group for Women Faculty of Color.
8. *Efforts in STEM* – The university has joined a nation-wide effort to increase diversity in STEM, <https://around.uoregon.edu/content/uo-joins-new-national-effort-diversify-stem-faculty>. This includes comprehensive support and resources from the IChange Network.
9. *Heritage and History Months* – The UO Division of Equity and Inclusion hosts heritage and history months, e.g., Latinx Heritage Month, LGBTQIA+ History Month, etc., with related programming throughout the year.
10. *Implicit Bias Awareness* – All UO employees, and particularly anyone serving on search committees, are highly encouraged to complete the Understanding Unconscious Bias LinkedIn Learning course and discuss strategies for identifying and interrupting implicit bias with search committees.
11. *Exit Interviews* – Many divisions and departments have started using exit interviews with the goal of receiving candid feedback from individuals leaving the organization to find areas of improvement in providing employee satisfaction and retention.

12. *Welcome Kits* – Several divisions have created welcome kits and local guides to help potential and new employees familiarize themselves and their families with the region and provide information on ways to connect to local communities and social networks, including diverse communities, communities of color, and more.
13. *Transportation* – The university’s LTD Bus Ridership Program provides free-to-the-user city-wide bus ridership to all full-time and other qualified employees. In addition, the university operates the UO Access Shuttle, which provides no-cost on-campus transportation assistance to students, faculty, staff, and visitors with conditions that limit mobility and make getting around campus difficult.
14. *Work-Life Resources* – UO recognizes that employees who are balancing family and work responsibilities represent a group who can be disadvantaged in the workplace. Human Resources works to mitigate this potential disadvantage by providing Work-Life Resources, Employee Assistance Program, and university-funded access to care.com.
15. *Child Care* – The university operates two facilities that provide childcare for UO employees. The Vivian Olum Child Development Center, a program of Human Resources, offers faculty and staff first priority in enrollment and a tuition discount to all UO-affiliated families. The Moss Street Children’s Center offers student families, including graduate employees, first priority and a tuition discount. Children of UO employee families are accommodated on a space-available basis. In late 2022, the university began providing Care.com premium memberships to employees as an additional resource to meeting their unique caregiving needs. The university is also investing \$500,000 in grants to local childcare providers in exchange for guaranteed spots for University of Oregon employees.
16. *Parenting Resources* – The university maintains a UO Families Listserv that sends weekly events listings and other information specific to community members with families. HR also has dedicated staff who support UO’s lactation program, the UO Families Listserv, and managing caregiver networks.
17. *Pregnancy and Parental Leave Policies* – the university offers pregnancy leave, in compliance with state and federal law, to all eligible employees and prohibits penalizing women in their conditions of employment because they require time away from work for childbearing. Parental leave is also available for eligible employees. See the HR website for specific Parental Leave policies as they relate to different employee groups.
18. *Flexible Work Options* – The university has policies that encourage flexible work arrangements, provided such plans are consistent with operational needs.
19. The University spends millions of dollars annually on goods and services. The Vice President and General Counsel’s portfolio works to ensure that Historically Underutilized Businesses (HUBs) know how to engage with the University so

they can benefit from that spend. Purchasing and Contracting Services (PCS) advertises all opportunities specifically to HUB vendors on Oregon Buys, the state procurement system. PCS also assists HUBs in getting set up on UO business platforms, like Amazon and Duck Depot, to connect with campus buyers and every other year, PCS hosts a vendor showcase where HUBs are encouraged to participate and given a substantial discount on their registration. Moreover, PCS asks departments to identify at least one HUB vendor to reach out to for all major requisitions. In 2016, PCS helped establish CADE, the Contracting Alliance for Diversity and Equity, which just began offering a Business Xcelerator twice a year for HUBs. CADE also partners with the Oregon Association of Minority Entrepreneurs at the state level to promote HUBs. In addition, the Office of the General Counsel, which has separate contracting authority for the University, takes care to utilize diverse outside counsel to represent the institution and supports minoritized students of the university's law school by sponsoring affinity bar events and providing externship opportunities.

## 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 and employees as well as assessment of the processes involved in recruitment, selection, and advancement at the University of Oregon.

To achieve the objectives of these self-assessments, the results must lead to follow-up through feedback to managers, supervisors, and staff, through reallocation of resources, through modifications to plans and the record keeping system itself, and through appropriate recognition of personal achievements as well as punitive actions for discriminatory acts.

The records that are maintained are the basis for updating the AAP, including revising the availability data and establishing annual numerical goals. The internal audit and reporting system is used as the basis for evaluating systemic, results oriented programs, and equity and inclusion efforts.

The University of Oregon's Equal Employment Opportunity Officer:

1. Monitors records of all personnel activity, including referrals, placements, transfers, promotions, terminations, and compensation, at all levels to ensure the nondiscriminatory policy is carried out.
2. Reviews all selection, promotional, and training procedures to ensure they are nondiscriminatory.
3. Requires internal reporting on a scheduled basis as to the degree to which equal employment opportunity and organizational objectives are attained; and
4. Reviews AAP results with and advises senior leadership of program effectiveness and proposes methods to improve performance.

**UNIVERSITY OF OREGON**

**EUGENE, OR**

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

**March 1, 2023 - February 29, 2024**

## **PART II**

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

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**Chapter 11: Policy Statement**  
**41 C.F.R. §§ 60-300.44(a); 60-741.44(a)**

It is the policy of the University of Oregon and my personal commitment that equal employment opportunity be provided in 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. The university 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.

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. UO 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 not only from 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, status as a protected veteran, or an individual with a disability. The University of Oregon's equal opportunity obligations include my, Interim President Jamie Moffitt, full support.

The university 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 university-sponsored activities were extended to all employees and applicants.

The University of Oregon is also committed to complying with the Pay Transparency Nondiscrimination Provisions and 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. As a public institution, employee salary information is public information that is posted on the [university's institutional research website](#).

If you have any questions regarding our equal opportunity policy, discrimination and retaliation policy, or this Affirmative Action Plan, please contact the Vice President and Chief Human Resources Officer.

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(Signature)

Jamie Moffitt, Interim President

**Chapter 12: Review of Personnel Processes**  
**41 C.F.R. §§ 60-300.44(b); 60-741.44(b)**

To ensure that all personnel activities are conducted in a jobrelated manner which provides and promotes equal employment opportunity for all known protected veterans and employees and applicants with disabilities, reviews are periodically made of the university's sourcing and selection methods to identify barriers to employment, training, and promotion.

1. The University of Oregon conducts a review of its employment processes to ensure thorough and systematic consideration of the job qualifications of 1) known protected veteran applicants and employees; and 2) applicants and employees with disabilities for job vacancies filled either by external hiring or internal promotions/transfers, as well as for all training opportunities available. In order to determine whether an individual is qualified for a particular job, an examination of the content of the job is made, as well as a review of the job qualifications of known protected veterans and individuals with disabilities, both applicants and employees. In determining the qualifications of a protected veteran, consideration is given only to that portion of the military record relevant to the job qualifications for which the veteran is being considered.
2. The university ensures that its personnel processes do not negatively impact individuals with disabilities or protected veterans in a way that would limit their access to jobs for which they are qualified.
3. UO ensures that applicants and employees with disabilities have equal access to its personnel processes, including those implemented through information and communication technologies.
4. The university provides reasonable accommodations to applicants and employees with disabilities to ensure that equal employment opportunity is extended in the operation of its personnel processes.
5. The university seeks to ensure that information and communication technologies acquired, created, used, and published are accessible for all employees and applicants with disabilities even in the absence of a specific request for accommodation. For example, in 2023, the University acquired an institutional site license for JAWS – Job Access With Speech – which is a popular screen reader software, developed for computer users whose vision loss prevents them from seeing screen content or navigating with a mouse.

In addition to meeting its obligations as a federal contractor, the University of Oregon has taken steps to ensure that applicants who qualify as covered veterans under the State of Oregon Veterans' Preference regulations receive preference in their consideration for employment with the university as required by those regulations.

**Chapter 13: Physical and Mental Qualifications**  
**41 C.F.R. §§ 60-300.44(c); 60-741.44(c)**

To ensure that all physical and mental qualification standards and requirements are job related and promote equal employment opportunity for all known protected veterans and employees and applicants with disabilities, reviews are periodically made of the University of Oregon's physical and mental qualification standards and requirements as they relate to employment, training, and promotion.

The university's physical and mental job requirements are reviewed to determine whether they are job related and consistent with business necessity, and necessary for safe job performance.

**Schedule for Review**

1. The university reviews physical and mental qualification standards of a job whenever the job specifications or position description for that job are revised.
2. Prior to posting for a vacancy, all aspects of a job description are reviewed, including physical and mental qualification standards.
3. An integral part of the employee performance review process is a review of duties and responsibilities by both the employee and supervisor, including any stated physical or mental qualification standards.

## **Chapter 14: Reasonable Accommodation to Physical and Mental Limitations** **41 C.F.R §§ 60-300.44(d); 60-741.44(d)**

The University of Oregon will make every effort to provide reasonable accommodations to physical and mental limitations of applicants and employees with disabilities, including disabled veterans. To support equal opportunity and access, all job postings include contact information so that any applicant or employee who wants to request disability-related accommodation in the hiring process may do so.

The university values disability as a critical component of diversity. Out of respect for the skills and experiences of all our employees, the university will not presume that an employee with a disability – whether obvious or invisible – requires accommodation(s) to effectively perform the functions of their job. In the event that a medical condition does impact an employee’s performance, then they are encouraged to inform their supervisor or contact the ADA Coordinator to initiate the formal accommodation process. When put on notice of the need for accommodation(s), the university will engage in a good-faith, interactive process to brainstorm and implement reasonable, effective accommodations. This may be an iterative process with employee success being the ultimate goal.

Employees may contact the university's ADA Coordinator or designee at any time to formally request an accommodation:

ADA Coordinator  
677 E. 12<sup>th</sup> Ave., 4<sup>th</sup> floor  
University of Oregon  
Eugene, OR 97403

Phone: (541) 346-2186  
Fax: (541) 346-2548  
Email: [WorkplaceADA@uoregon.edu](mailto:WorkplaceADA@uoregon.edu)

**Chapter 15: Harassment**  
**41 C.F.R. §§ 60-300.44(e); 60-741.44(e)**

The University of Oregon has developed and implemented a set of procedures to ensure that its employees with protected characteristics, including individuals with disabilities and protected veterans are not harassed. Information regarding the university's internal policies for addressing complaints of harassment is available on the Office of Investigations and Civil Rights Compliance website. Topics include:

1. Discrimination complaints and procedures, including investigation process and complainant and respondent rights
2. Employee reporting responsibilities.
3. Information for employees regarding protection from retaliation and grievance procedures
4. Definitions of "prohibited discrimination," "harassment," "sexual harassment," and "retaliation"
5. Supportive measures and resources

The University also takes affirmative steps to ensure policies and procedures are implemented to meet sexual harassment laws within the State of Oregon.

**Chapter 16: External Dissemination of Policy, Outreach, and Positive Recruitment**  
41 C.F.R. §§ 60-300.44(f); 60-741.44(f)

Based upon the university's review of its personnel policies as described in Chapter 12, the following activities will be implemented or continued in regard to protected veterans and individuals with disabilities.

1. Initiate and maintain communication with organizations having special interests in the recruitment of, and job accommodations for, protected veterans and individuals with disabilities.
2. Include workers with disabilities when employees are pictured in consumer, promotional, or employment advertising.
3. Share employment opportunities to WorkSource Oregon, the job service for the State of Oregon. This is an on-going (daily) activity.
4. Send written notification of the university's affirmative action policy to all subcontractors, vendors, and suppliers requesting appropriate action on their part. This includes their obligation to annually file their EEO Reporting form and VETS 4212 form and, for employers with 50 or more employees and contracts of \$50,000 or more, their obligation to develop a written affirmative action plan.
5. Annually review the outreach and recruitment efforts taken over the previous twelve months to evaluate their effectiveness in identifying and recruiting qualified protected veterans and individuals with disabilities. Identify and implement alternative efforts if previous efforts are not effective.
6. Ensure that activities undertaken to comply with the obligations of this section are documented and such documents are retained for a period of three (3) years.

**Chapter 17: Internal Dissemination of Policy**  
**41 C.F.R. §§ 60-300.44(g); 60-741.44(g)**

In order to gain positive support and understanding for the affirmative action program for protected veterans and individuals with disabilities, the University of Oregon will implement or continue to implement the following internal dissemination procedures. The following policies and procedures are designed to foster support and understanding from UO's executive staff, management, supervisors, and other employees in an effort to encourage all employees to take the necessary actions to aid the university in meeting its obligations.

1. Post the university's equal opportunity policy statement in appropriate locations on campus, including places where employment applications are accepted.
2. Inform supervisory and management staff of the university's policies regarding protected veterans and individuals with disabilities and advise how to properly respond to an employee who self-identifies as an individual with a disability or a protected veteran.
3. Make training sessions available for all employees involved in recruiting, selection, promotion, and other related employment issues for protected veterans, individuals with disabilities, and other protected groups.
4. Conduct training for university departments, as appropriate, to address unit-specific issues related to individuals with disabilities.
5. Discuss UO's commitment to equal opportunity and advancement for individuals with disabilities and veterans in new employee orientation and human resource partner training programs.
6. Provide notice to union officials and/or employee representatives of the university's policy and request their cooperation in efforts to employ and advance in employment qualified protected veterans and individuals with disabilities.
7. Include non-discrimination clauses in all union agreements and review all contractual provisions to ensure they are non-discriminatory.
8. Continue to apply Oregon Veterans' Preference legislation in the employment process, as overseen by the Talent Acquisition team in Human Resources.
9. Make the Affirmative Action Plan for Protected Veterans and Individuals with Disabilities available for inspection upon request by any employee or applicant during normal business hours in the Human Resources Office. The AAP is also available on the Human Resources website at [Affirmative Action Plans](#).
10. Involve the ADA Coordinator in both campus planning and city of Eugene developments proximate to campus to help ensure accessibility and access in facilities and infrastructure construction.

11. Continue to enhance website accessibility as further articulated in the university's [Information and Communications Technology Accessibility](#) policy and procedures.
12. Continue to sponsor events that highlight veteran and disability issues, promote inclusive activities, and feature the unique strengths and experiences brought to the campus by employees who are veterans or individuals with disabilities. Examples include:
  - a. Veterans Appreciation Week
  - b. Disability advocacy training by the Accessible Education Center
  - c. Inclusive Recreation Expo which includes adaptive activities
  - d. Women Veteran's Week
  - e. Unified sports league comprised of teams of both Special Olympics athletes and UO community members

**Chapter 18: Audit and Reporting System**  
**41 C.F.R. §§ 60-300.44(h); 60-741.44(h)**

The University of Oregon has developed an audit and reporting system that:

1. Measures the effectiveness of the university's overall affirmative action program and whether the university is in compliance with specific obligations.
2. Indicates the need for remedial action. Any corrective actions will be the responsibility of the Vice President/Chief Human Resources Officer.
3. Measures the degree to which the university's objectives are being met.
4. Identifies any undue hurdles for individuals with disabilities and protected veterans regarding university sponsored educational, training, recreational, and social activities. This also includes an ongoing review of the online application system to determine its accessibility, ensures that procedures to request accommodations are prominently displayed, and that individuals with disabilities can readily obtain the needed accommodation(s).
5. Ensures that outreach activities are documented and that such documents are kept for at least a period of three (3) years.

**Chapter 19: Responsibility for Implementation**  
**41 C.F.R. §§ 60-300.44(i); 60-741.44(i)**

As part of its efforts to ensure equal employment opportunity to protected veterans and individuals with disabilities, the University of Oregon has designated specific responsibilities to various staff to ensure the AAP focuses on all components of the employment system. To that end, the President, Chief Human Resources Officer, and other officers, administrators, and supervisors have undertaken the responsibilities described below.

**President**

The Interim President, Jamie Moffitt, is responsible for providing top management support for the UO's AAP. Responsibilities include, but are not limited to:

1. Designating appropriate personnel with the responsibility for overseeing, administering, implementing, and monitoring the university's AAP.
2. Ensuring that designated personnel responsible for all AAP components are given the necessary authority and top management support and staffing to successfully implement their assigned responsibilities.
3. Imparting the personal direction that ensures total involvement and commitment to equal employment opportunity programs through the university's AAP.

**Chief Human Resources Officer/EEO Officer**

The Vice President and Chief Human Resources Officer (VP/CHRO), Mark Schmelz, serves as the equal employment opportunity officer and is responsible for overall supervision of the AAP. The VP/CHRO ensures, through other officers, department managers and supervisors, that all relevant policies and procedures are adhered to. Successful implementation of this program is a basis for evaluating the VP/CHRO's effective work performance. The VP/CHRO's responsibilities include, but are not limited to, the following:

1. Presenting all needed recommendations and procedural changes to leadership concerning EEO and affirmative action, ensuring that leadership is kept informed of the university's compliance status and of the latest developments in the affirmative action area.
2. Developing policy statements, affirmative action initiatives, and internal and external communication techniques, including discussions with managers, supervisors, and employees, to ensure the university's policies are followed.
3. Maintaining university-wide management support and cooperation for UO's AAP.
4. Developing audit and reporting systems to assess the effectiveness of the university's affirmative action programs.

5. Identifying problem areas and establishing procedures, goals, and objectives to solve these problems, in conjunction with administrators and leadership.
6. Providing direction to UO's employees, as necessary, to carry out all actions required to meet the university's equal employment opportunity and affirmative action commitments and to arrive at solutions to problems.
7. Ensuring that the AAP is updated annually for all establishments.
8. Serving as the liaison between the university and enforcement agencies, community groups, and veteran and disabled service organizations.
9. Ensuring the VETS 4212 form is filed annually with the Veterans' Employment and Training Service (VETS).

#### **Other Officers, Administrators, and Supervisors**

University officers, administrators and supervisors have responsibilities to help ensure compliance with equal employment opportunity programs and effective implementation of the AAP. These include, but are not limited to the following:

1. Adhering to the university's equal opportunity policy.
2. Ensuring that all interviews, offers of employment, and/or wage commitments are consistent with university policy.
3. Implementing the internal promotion and transfer of all employees under their supervision consistent with AAP goals and objectives.
4. Assisting in identifying problem areas and providing needed information for establishing and meeting department affirmative action goals and objectives.

## **Chapter 20: Training**

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

The University of Oregon trains all employees involved in any way with the recruitment, selection, promotion, disciplinary actions, training, and related processes of individuals with disabilities or protected veterans to ensure commitment to the university's stated affirmative action goals.

**Chapter 21: Data Collection Analysis**  
41 C.F.R. §§ 60-300.44(k); 60-741.44(k)

The university has adopted the current national percentage of veterans in the civilian labor force of 5.5% as its hiring benchmark for protected veterans. UO will update its hiring benchmark as new data is published and updated via the OFCCP's website.

UO also adopted the current national utilization goal of 7.0% for qualified individuals with disabilities. This will also be updated as new data becomes available and is published. The 7.0% utilization goal is applied to each job group within the university.

Goals and/or benchmarks do not require that the university 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, nor are they intended to represent a ceiling or floor for the recruitment of qualified individuals with disabilities or protected veterans. A goal or benchmark is a guidepost against which the University of Oregon can measure progress in remedying identified deficiencies in our workforce.

The university has collected the required data and conducted studies to identify areas of opportunities in the employment of protected veterans and individuals with disabilities. UO will continue to monitor and update these studies periodically during each AAP year.

See the Hiring Benchmark and Utilization Goals Analyses.

**Chapter 22: Compensation**  
**41 C.F.R. §§ 60-300.21(i); 60-741.21(a)(9)**

It is the policy of the University of Oregon that when offering employment or promotion to protected veterans or individuals with disabilities, the amount of compensation offered will not be reduced because of any disability income, pension, or other benefit the applicant or employee receives from another source.

The university is also committed to abiding with the Pay Transparency Nondiscrimination Provisions. Employees or applicants who have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant will not be discharged or in any other manner be discriminated against. However, 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 university's legal duty to furnish the information.