

**AFFIRMATIVE ACTION PROGRAM
FOR PROTECTED
VETERANS**

University of Washington

November 1, 2023 through October 31, 2024

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Preface

University of Washington, (also referred to as the University), is committed to the concept and practice of equal opportunity and affirmative action. In the preparation of this affirmative action program (AAP), we have been guided by the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended by the Jobs for Veterans Act of 2002 (38 U.S.C. § 4212), and its implementing OFCCP regulations (41 C.F.R. Part 60-300). Nothing contained in this AAP or its supporting data should be construed as an admission by the University, in whole or in part, that it has contravened any federal, state, or local employment practice laws, or to sanction the discriminatory treatment of any person.

While the University firmly believes in dissemination of its affirmative action policies and equal employment opportunity practices and makes the non-data components of this AAP available for review to employees and applicants upon request, the AAP remains a proprietary document of the University. Moreover, the data on which the University has relied in preparing this AAP are confidential and sensitive, and the University believes release of the data would subject the University to commercial harm. Reports that require specific data, such as names of employees and salary information, are not an official part of this AAP. This information is on file at the University as Documentation and Supporting Data for AAP Reports, and is available for review only as required by law.

If this AAP or any supporting data or documentation are submitted to the Office of Federal Contract Compliance Programs (OFCCP) pursuant to the Executive Order, the Rehabilitation Act, the Vietnam Era Veterans' Readjustment Assistance Act and/or any implementing regulations (as any or all have been or may be amended), the Equal Employment Opportunity Commission, any local or state fair employment practice agency, or any other federal, state or local government agency, those documents and the information they contain are to be considered confidential and not subject to disclosure without notifying the University of the agency's decision to disclose and providing the University with ample time to contest the disclosure. Advance notice of disclosure should be sent to Brian LaCour. The University requests this information be treated as exempt from public disclosure under the Freedom of Information Act, 5 U.S.C. § 552.

No information contained in the AAP or any supporting data or documentation is to be copied, removed from the premises, or released to other individuals without a prior notification to and permission from the University.

This AAP does not constitute an express or implied contract between the University and its employees, job applicants, or other persons, nor does it change in any way the basic at will employment relationship all University employees have with the University. Nothing in this AAP creates a private right of action on behalf of any individual or group against the University.

Equal Employment Opportunity and Affirmative Action Statement of Policy

The University of Washington reaffirms its policy of equal opportunity regardless of race, color, creed, religion, national origin, sex, sexual orientation, age, marital status, disability, or status as a protected veteran. This policy applies to all programs and facilities, including, but not limited to, admissions, educational programs, employment, and patient and hospital services. Any discriminatory action can be a cause for disciplinary action.

Discrimination is prohibited by:

- Presidential Executive Order 11246 as amended,
- Washington State Gubernatorial Executive Orders 89-01 and 93-07,
- Title VI and Title VII of the Civil Rights Act of 1964,
- Washington State Law Against Discrimination RCW 49.60,
- Title IX of the Education Amendments of 1972,
- State of Washington Gender Equity in Higher Education Act of 1989,
- Sections 503 and 504 of the Rehabilitation Act of 1973,
- Americans with Disabilities Act of 1990,
- Age Discrimination in Employment Act of 1967 as amended,
- Age Discrimination Act of 1975,
- Vietnam Era Veterans' Readjustment Assistance Act of 1972 as amended,
- As well as other federal and state statutes, regulations, and University policy.

Equal Opportunity and Affirmative Action compliance efforts at the University of Washington are coordinated by the Office of Equal Opportunity and Affirmative Action, you may contact us for more information.

A handwritten signature in black ink, reading "Mindy Kornberg". The signature is written in a cursive style with a large, stylized 'M' and 'K'.

Mindy Kornberg
Vice President for Human Resources

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Definitions

41 C.F.R. 60-300.2

"DISABLED VETERAN" is (1) A veteran of the U.S. military, ground, naval, or air service 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 (2) A person who was discharged or released from active duty because of a service connected disability.

"QUALIFIED DISABLED VETERAN" means a disabled veteran as defined above who has the ability to perform the essential functions of the employment position at issue with or without reasonable accommodation.

"RECENTLY SEPARATED VETERAN" means any veteran during the three-year period beginning on the date of such veteran's discharge or release from active duty in the U.S. military, ground, naval or air service.

"ARMED FORCES SERVICE MEDAL VETERAN" is any veteran who, while serving on active duty in the U.S. military, ground, naval or air service, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985.

"ACTIVE DUTY WARTIME OR CAMPAIGN BADGE VETERAN" means a veteran who served on active duty in the U.S. military, ground, naval or air service during a war or in a campaign or expedition for which a campaign badge has been authorized, under the laws administered by the Department of Defense.

"PROTECTED VETERANS" means Disabled Veterans, Recently Separated Veterans, Armed Forces Service Medal Veterans, and Active Duty Wartime or Campaign Badge Veterans.

Responsibility for Implementation

41 C.F.R. 60-300.44(i)

University of Washington has assigned primary management responsibility and accountability for ensuring full compliance with the Affirmative Action Program to Brian LaCour, the Affirmative Action Officer of the University. The Affirmative Action Officer has the authority, resources, support of and access to top management necessary to ensure the effective implementation of the AAP. The identity of the Affirmative Action Officer appears on internal and external communications regarding the University's equal employment opportunity and affirmative action policies.

The duties of the Affirmative Action Officer and designees include:

- Developing policy statements, AAPs, and internal and external modes of communication
- Overseeing regular discussions with local managers, supervisors, and employees to ensure the University's policies are being followed
- Training personnel involved in the recruitment, screening, selection, promotion, disciplinary, and related processes to ensure the commitments in the University's Affirmative Action Program are implemented
- Advising managers and supervisors the University is obligated to prevent discrimination and harassment of applicants and employees on any basis protected by law
- Identifying any problem areas in implementing the AAP, and developing solutions
- Ensuring policies are in place to identify any barriers to employment for protected veterans, including those with known disabilities, and assisting managers in developing reasonable accommodations to ensure disabled veterans benefit from equal employment opportunities
- Designing and implementing an internal audit and reporting system to measure the effectiveness of the University's Program, indicate the need for remedial action, determine the degree to which the University's objectives have been attained, determine whether employees who are protected veterans have had the opportunity to participate in University-sponsored educational, training, recreational, and social activities, and ensure each University location is in compliance with applicable laws and regulations
- Serving as liaison between the University and enforcement agencies, and between the University and organizations of and for protected veterans
- Encouraging active involvement by University representatives in the community service programs of local organizations of and for protected veterans

- Ensuring posters and notices are properly displayed or disseminated in ways that are accessible and understandable to applicants and employees and
- Keeping management informed of developments in the affirmative action area.

Request for Self-Identification

41 C.F.R. 60-300.42

In order to notify applicants and employees of the existence of and the opportunity to participate in this Affirmative Action Program and to provide sufficient data to allow University of Washington to measure and improve, if necessary, the effectiveness of the University's affirmative action efforts, the University invites applicants and employees to voluntarily self-identify as a protected veteran as follows:

- When an applicant applies or is considered for employment, the University provides the applicant with an opportunity to voluntarily self-identify protected veteran status. This opportunity is offered at the same time the University invites the applicant to self-identify race, ethnicity, sex, and disability status.
- Following an offer of employment but before an individual begins working, the University provides an additional opportunity to voluntarily self-identify protected veteran status.
- The invitation to self-identify will state the University is a federal contractor required to take affirmative action to employ and advance in employment protected veterans, and summarize the relevant portions of the applicable law and the University's Affirmative Action Program.
- The invitation to self-identify will state the information is being requested on a voluntary basis, it will be kept confidential, refusal to provide the requested information will not subject the applicant to any adverse treatment, and the information will not be used in a manner that is inconsistent with applicable law.
- The University will keep all self-identification information confidential and maintains it in a data analysis file rather than in individual employee personnel or medical files.

Review of Personnel Processes

41 C.F.R. 60-300.44(b)

University of Washington periodically reviews its personnel procedures to determine whether they ensure the careful, thorough, and systematic consideration of the job qualifications of employees or applicants who are protected veterans for jobs filled either by hiring or promotion and for educational or training opportunities.

Vacancies are advertised, and applications are accepted from any interested person. The University's employment materials, including items such as its employment application, the careers section of its website, and job advertisements, will include a non-discrimination statement to further inform applicants of the University's policy of equal employment opportunity. All non-executive positions lasting three days or more not expected to be filled from within will be referred to the appropriate state employment service delivery system. In addition, to ensure protected veterans are aware of job openings, the University will send vacancy announcements to the employment sources listed in this Affirmative Action Program.

The University ensures its personnel processes do not limit, segregate, or classify an employee or applicant in a way that adversely affects employment opportunities or status because of status as a protected veteran. The University makes sure when a protected veteran is considered for an employment opportunity, the University relies only on that portion of the individual's military record, including military discharge papers, relevant to the requirements of the opportunity at issue.

The University periodically reviews any physical and mental job qualifications to ensure they do not tend to screen out disabled veterans for reasons that are not job related or consistent with business necessity, or do not relate to ensuring the safe performance of the essential functions of the job. The University reviews its personnel processes to ensure protected veterans are not stereotyped in a manner that limits their access to jobs for which they are qualified. The University also ensures applicants and employees who are protected veterans and who meet job qualifications have equal access to its personnel processes, including those implemented through information and communication technologies, and provides necessary reasonable accommodation to ensure applicants and employees who are disabled veterans receive equal opportunity in the operation of personnel processes.

The Office of Academic Personnel and UW Human Resources review annually the process of personnel actions to include the process of applying, selection, advancement, promotion, and separations of employees at the beginning of the academic or calendar year. The next review is expected next calendar year and/or when any new process is put in place.

Review of Physical and Mental Job Requirements

41 C.F.R. 60-300.44(c)

University of Washington reviews physical and mental job qualification requirements as job qualification requirements are established or revised to ensure qualification requirements do not screen out qualified individuals with disabilities or qualified disabled veterans for reasons that are not job related or consistent with business necessity and the safe performance of the essential functions of the job. This review occurs at regular intervals throughout each calendar year, such as when a job may be advertised or filled through hiring or promotion, when the duties of a position are significantly revised, and when considering requests for reasonable accommodation related to the performance of the functions of the position.

The University also regularly reviews its personnel processes to ensure any medical exams or inquiries are conducted in accordance with the Section 503 regulations. Information regarding the medical condition or history of an individual obtained as a result of any such inquiry or exam is collected and maintained on separate forms and in separate medical files and treated as a confidential medical record.

To the extent any physical or mental job qualification measurements are found to potentially screen out qualified individuals with disabilities or qualified disabled veterans in the selection of employees or applicants for employment or in other changes in employment status such as promotion or training, the University will ensure the requirements are related to the specific job(s) for which the individual is being considered and are consistent with business necessity and the safe performance of the job.

Each time a new job profile is created or modified, a review of physical and mental qualifications is performed.

Reasonable Accommodations

41 C.F.R. 60-300.44(d)

University of Washington has made and will continue to make reasonable accommodation to the known physical and mental limitations of otherwise qualified employees and job applicants who are disabled veterans unless such accommodation would impose an undue hardship.

If a veteran has a disability, the University encourages the individual to request reasonable accommodation to enable the individual to perform a job safely. Such accommodations may include special equipment, changes in the physical layout of the job, modification of job duties, or other reasonable accommodations. The University will inform employees and applicants of the process for requesting reasonable accommodation.

Where an employee who is known to be a veteran with a disability is having significant difficulty performing job duties and the University reasonably concludes the performance issues may be related to a known disability, the University may notify the employee of the performance problem and confidentially inquire whether the problem is related to the employee's disability. If the employee indicates a disability is impacting performance, the University will engage in confidential discussions with the employee about the performance problem and the need for reasonable accommodation.

Compensation

41 C.F.R. 60-300.21(i)

In offering employment or promotions, University of Washington does not reduce the amount of compensation offered to protected veterans because of any disability income, pension, or other benefit the employee receives from another source. Similarly, the University does not reduce the amount of compensation offered to an employee or applicant because of the actual or anticipated cost of a reasonable accommodation needed, requested, or anticipated.

Harassment

41 C.F.R. 60-300.44(e)

University of Washington has developed and implemented policies and procedures to ensure employees who are protected veterans are not harassed because of their veteran status.

A copy of the University's Equal Employment Opportunity and Affirmative Action Statement of Policy, which forbids harassment against individuals based on protected characteristics, is included in this AAP.

Training

41 C.F.R. 60-300.44(j)

University of Washington trains personnel involved in the recruitment, screening, selection, promotion, disciplinary, and related processes to ensure the commitments in the University's AAP are implemented.

- A Practical Approach to Anti-Racism (typically offered summer and winter quarters)
- The Challenge of Allyship (typically offered summer and winter quarters)
- Conversations About Race in the Workplace (typically offered summer quarter)
- Creating an Inclusive Workplace Through Emotional Intelligence (typically offered spring and autumn quarters)
- Exploration of Race in the Workplace: A Guide for Self-Study (offered quarterly)
- Exploring Cultural Competence (typically offered summer and winter quarters)
- Leadership for a Global Perspective (typically offered spring and autumn quarters)
- Race, Bias, and Dissonance (typically offered spring and autumn quarters)
- Supervising in a Diverse Workplace (typically offered summer and winter quarters)
- What's the Word: Inclusivity in Language (typically offered summer and winter quarters)
- Working across Generations (typically offered summer and winter quarters)
- Building a Positive Work Culture (offered quarterly)
- Courageous Collaboration (typically offered spring and autumn quarters)
- Employment Law and UW Policies (typically offered spring and autumn quarters)
- Peer Coaching (typically offered spring and autumn quarters)
- Respectful Partnerships (typically offered spring and autumn quarters)
- Training, Coaching, and Mentoring for Success (typically offered spring and autumn quarters)

Internal Dissemination of Policy

41 C.F.R. 60-300.44(g)

University of Washington recognizes that, however strong its outreach program, internal support from supervisory management and other employees is necessary to ensure maximum effectiveness of its AAP for protected veterans. The University may utilize the following procedures to enhance the internal implementation and dissemination of its Equal Employment Opportunity and Affirmative Action Statement of Policy, as appropriate:

- The University's Equal Employment Opportunity and Affirmative Action Statement of Policy will be made available to applicants and employees. The policy includes a statement that employees and applicants are protected from coercion, intimidation, and interference or discrimination for filing a complaint or assisting in an investigation under the Vietnam Era Veterans' Readjustment Assistance Act, of 1974, as amended.
- An invitation to participate in the University's Affirmative Action Program by voluntarily self-identifying as a protected veteran will be disseminated to all applicants, as well as to all employees once the University has extended a job offer, but before beginning employment duties.
- The University will publicize the policy in University publications.
- The University will hold meetings with executive, management and supervisory personnel to explain the University's policy of affirmative action and to make clear the President's support for the policy.
- The University will inform applicants and employees of its commitment to engage in affirmative action, including by discussing the policy in various employee and manager training sessions.
- When employees are featured in employee handbooks or similar publications, efforts will be made to include protected veterans.
- University publications will include articles on accomplishments of all employees, including protected veterans.

If the University has or becomes party to collective bargaining agreements, union officials will be informed the University is bound by the terms of the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, and is committed to take affirmative action to employ and advance in employment protected veterans, and the University will not discriminate against protected veterans. For those sites not subject to a collective bargaining agreement, no notification of union officials is necessary.

Outreach, Positive Recruitment and External Dissemination of Policy

41 C.F.R. 60-300.44(f)

University of Washington has reviewed its employment practices to determine whether its personnel programs are designed to effectively recruit and advance in employment protected veterans. While the University believes there are no deficiencies in its current employment practices with respect to applicants and employees who are protected veterans, it engages in outreach, positive recruitment, and external dissemination programs to augment its existing affirmative action efforts. The University engages in or has made plans to implement the activities outlined in this AAP, as appropriate.

The University will inform recruiting sources of University of Washington's policy of affirmative action for protected veterans. Recruiting sources will be requested to actively recruit and refer qualified protected veterans for all positions.

The University will make the Equal Employment Opportunity Clause part of all covered contracts and purchase orders.

The University will inform subcontractors, including subcontracting vendors and suppliers, of its Equal Employment Opportunity and Affirmative Action Statement of Policy, and request appropriate action on their part.

The University will post all job vacancies (other than some executive and senior management positions or positions lasting three days or less) for which it considers external applicants with the local employment delivery system where the opening occurs. These postings will occur before or concurrently with the use of other recruitment efforts to fill the job and will be provided in the manner and format specified by the relevant agency that will allow the agency to provide priority referral of protected veterans.

The University will notify the employment service delivery system in each state where it has establishments that it is a federal contractor and it desires priority referrals of protected veterans for job openings in that state. The University also will provide the employment service delivery system with the name and location of all hiring locations within the state and the contact information for an employee who can answer questions about such job listings. The notice also will include the names and contact information for job search organizations the University uses to assist in hiring, if any. If any of the information in this disclosure changes, the University will send an update with the next relevant job listing.

The University will identify local organizations and/or community agencies specializing in placing and/or developing training programs for protected veterans and send them notices of vacant positions. Examples of these outreach efforts include contacting the following:

- Local Veterans' Employment representatives in the Employment One-Stop Career Centers near the facilities covered in this AAP
- Department of Veterans Affairs offices close to the facilities covered in this AAP
- Placement or career offices of educational institutions specializing in the placement of protected veterans
- Private recruitment sources, such as professional organizations or employment placement services specializing in the placement of protected veterans
- Local veterans' groups and veterans' service centers near the facilities covered in this AAP
- Department of Defense Transition Assistance Program (TAP)
- Disabled Veterans' Outreach Program Specialists (DVOPS) & Local Veterans' Employment Representatives (LVERs) • Military Vet Jobs

- National Resource Directory: Veterans Job Bank

Recruitment efforts at educational institutions may incorporate special efforts to reach students who are protected veterans.

Efforts will be made to have employees who are protected veterans serve as company representatives during career days, job fairs, and related recruitment efforts.

Advertisements or solicitations for prospective employees will indicate the University is an equal opportunity employer.

Assessment of Outreach and Recruitment Efforts

41 C.F.R. 60-300.44(f)(3)

University of Washington evaluates available data regarding the effectiveness of its outreach and recruitment efforts on an annual basis. For areas where the University concludes the totality of its efforts were not effective in identifying and recruiting qualified protected veterans, University of Washington will identify and implement alternative efforts.

Criteria used to evaluate the effectiveness of outreach efforts may include:

- Results of hiring benchmark analysis for protected veterans
- Available data related to applicant and hires
- Whether the activity increased the University's ability to include protected veterans in its workforce
- Whether the activity attracted qualified protected veterans
- Whether the activity resulted in the selection of qualified protected veterans

The following lists the outreach programs University of Washington participated in from November 01, 2022 to October 31, 2023: • Disabled Veterans' Outreach Program Specialists (DVOPS) & Local Veterans' Employment Representatives (LVERs) • Military Vet Jobs

- National Resource Directory: Veterans Job Bank

The University will continue to monitor and review outreach sources to evaluate the effectiveness of outreach and recruitment efforts.

Audit and Reporting Systems

41 C.F.R. 60-300.44(h)

It is the responsibility of the University's Affirmative Action Officer to monitor employment and personnel practices to ensure compliance with applicable regulations and adherence to the University's Equal Employment Opportunity and Affirmative Action Statement of Policy, to report specific problems to the appropriate management personnel, and to measure the effectiveness of University of Washington's AAP.

The University's audit and reporting system is designed and implemented to:

- Measure the effectiveness of the AAP
- Identify any need for remedial action
- Determine the degree to which the University's objectives are being attained
- Determine whether individuals who are known protected veterans have had the full opportunity to participate in all University sponsored educational, training, recreational and social activities
- Measure the University's compliance with the AAP's specific obligations, and
- Document the actions taken to monitor the University's compliance with the AAP's specific obligations.
- To measure the effectiveness of the AAP, the University may take the following actions:
- Audit the University's voluntary self-identification process to monitor the number of protected veterans who choose to self-identify and evaluate whether changes could be made to the self-identification process to encourage greater voluntary self-identification by protected veterans
- Monitor records of applicant flow, referrals, placements, training, transfers, promotions, terminations, and compensation decisions to evaluate the degree to which equal employment opportunity and organizational objectives are being obtained
- Report on the organization's progress towards equal employment opportunity and any identified problem areas so appropriate steps can be taken to resolve any issues
- Examine available utilization and benchmark data regarding protected individuals and develop action-oriented programs to address any areas of underutilization
- Review available data computations and analyses regarding applicants and hires
- Review the effectiveness of the University's recruitment and outreach activities
- Use a schedule to regularly assess any mental and physical qualifications to ensure they are job-related and consistent with business necessity
- Regularly assess the University's personnel processes to ensure protected veterans have equal opportunity in employment

- Audit communications with vendors and subcontractors to ensure such communications reflect the University's commitment to equal employment opportunity and affirmative action for protected veterans
- Audit communications with applicants and employees to ensure such communications reflect the University's commitment to equal employment opportunity and affirmative action for protected veterans
- Audit job listings to ensure the postings reflect the University's commitment to equal employment opportunity and affirmative action for protected veterans
- Audit personnel policies to ensure such policies reflect the University's commitment to equal employment opportunity and affirmative action for protected veterans

Where the Affirmative Action Program is found to be deficient, the University shall endeavor to undertake necessary action to improve the Program.

Data Collection Analysis

41 C.F.R. 60-300.44(k)

University of Washington documents computations or comparisons pertaining to applicants and hires on an annual basis and maintains the documentation for a period of three years.

Hiring Benchmarks

41 C.F.R. 60-300.45

University of Washington will establish a benchmark for hiring protected veterans. In establishing a hiring benchmark, the following principles apply:

- The purpose of establishing a hiring benchmark is to provide the University with a quantifiable method by which it can measure its progress toward achieving equal employment opportunity for protected veterans.
- The hiring benchmark is not a quota that must be met, nor is it a ceiling that limits or restricts the employment of protected veterans.
- In all employment decisions, the University makes selections in a nondiscriminatory manner. Hiring benchmarks do not provide a justification to extend a preference to any individual, select an individual, or adversely affect an individual's employment status, because of that individual's veteran status.
- Hiring benchmarks do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results.
- Hiring benchmarks are not used to supersede merit selection principles, nor do they require the University to hire a person who lacks qualifications to perform the job successfully or hire a less qualified person in preference to a more qualified one.
- A finding that the hiring benchmark has not been attained does not constitute a finding nor admission of discrimination.

University of Washington has established its benchmark in accordance with the national percentage of veterans in the civilian labor force as published on the OFCCP website. As of November 01, 2023, this benchmark percentage is 5.4 percent.