



**UNIVERSITY  
OF OREGON**

**Executive Order 11246  
AFFIRMATIVE ACTION PLAN  
FOR WOMEN AND MINORITIES**

**March 1, 2017 – February 28, 2018**

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2017-2018

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**The University of Oregon reaffirms its policy of Equal Employment Opportunity, Non-Discrimination and Affirmative Action. 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.**

  
**Michael H. Schill, President  
University of Oregon**

**Effective Date: March 1, 2017**

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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, sex, national or ethnic origin, age, religion, marital status, disability, veteran status, sexual orientation, gender identity, and gender expression in all programs, activities and employment practices as required by Title IX, other applicable laws, and policies. Retaliation is prohibited by UO policy. Questions may be referred to the Title IX Coordinator, Office of Affirmative Action and Equal Opportunity, or to the Office for Civil Rights. Contact information, related policies and complaint procedures are available on the [Nondiscrimination Statement](#).

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

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## PREFACE

University of Oregon (hereafter referred to as the “university” or UO) has relied on the affirmative action regulations issued by the Office of Federal Contract Compliance Programs, 41 C.F.R. Chapter 60, when developing this Affirmative Action Plan. The university has been guided by its obligation to provide equal employment opportunity in developing this Plan.

The terminology used in Executive Order 11246 and its regulations has been used herein by the university. Terms such as “job group,” “availability,” “problem area,” “underrepresentation,” “concentration,” and “disparity,” should not be construed as an admission by the university that women or minorities have been or are being underutilized or discriminated against in any unlawful manner or that the university has contravened any fair employment practice law.

## **I. Designation of Responsibility**

41 C.F.R. § 60-2.17(a)

The University of Oregon (UO) commits itself to a policy of nondiscrimination at all levels. Every employee of the institution is expected to support the university's commitment to ensuring equal opportunity in connection with the university's employment and educational programs. Nancy Resnick, Chief Human Resources Officer, has been assigned to serve as the equal employment opportunity officer to directly oversee the planning and implementation of this Affirmative Action Plan.

### **A. President of the University**

Michael H. Schill, president of the University of Oregon, has overall responsibility for the Equal Employment Opportunity Policy and Affirmative Action Plan, consistent with the overall responsibility vested in the Office of the President for all matters concerning the administration of the university. The president has extended to all university administrators – vice presidents, deans, department heads, directors, and supervisors – his expectation that they join him in supporting the university's equal opportunity policy and affirmative action program.

### **B. 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. The president has charged all members of executive leadership with responsibility for equal opportunity and affirmative action within their areas of responsibility. That applies to the senior vice president and provost, the vice presidents of university advancement, research and innovation, university communications, finance and administration, student services and enrollment management, the general counsel, the director of intercollegiate athletics, and the interim vice president for student life.

In addition to equal opportunity and affirmative action responsibilities within their own areas of responsibility, the general counsel to the university advises as to affirmative action and equal opportunity-related laws and regulations applicable to any facet of the university's activities while the vice president for equity and inclusion provides leadership, guidance and direction for all university equity and inclusion matters.

### **C. The Equal Employment Opportunity Officer**

The Chief Human Resources Officer (CHRO), Nancy Resnick, serves as equal employment opportunity officer with responsibility for overseeing compliance by the university with applicable equal employment opportunity laws and policy and implementation of the university's affirmative action program. She has access to and the support of the president and other senior administration officials of the university. She 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.

In discharging these responsibilities, the CHRO is assisted by a staff that includes affirmative action and equal opportunity specialists and administrative support. Data support is provided by data analysts in HR Operations. With the assistance of other university officials, as noted in the sections below, the CHRO's equal opportunity responsibilities include, but are not limited to, the following:

- Annually updating this Affirmative Action Plan.
- Developing and implementing internal audit and reporting systems to determine the degree to which university affirmative action program goals and objectives are being attained, and notifying appropriate officials of the need for remedial action.
- Reporting to and advising the president and other university officials on the latest developments and requirements in the equal opportunity area and recommending any changes needed in policies and procedures.
- Recommending university affirmative action and equal opportunity policies and procedures and assisting in the development of internal and external communications.
- Reviewing with appropriate university officials overall progress and any problems encountered in the affirmative action program.
- Working with university officials to ensure that mechanisms are in place so that supervisors and managers understand that they are accountable for helping the university meet affirmative action goals.
- Working with academic departments and service units to identify problem areas or other challenges and to develop plans to achieve department and unit diversity goals and objectives.
- Participating in training on issues of diversity, equal employment opportunity, and affirmative action.
- Overseeing the development and implementation of internal university discrimination grievance procedures, both formal and informal, ensuring compliance with federal, state and university requirements, and assessing the effectiveness of those procedures.

## **D. Administrators, Managers and Supervisors**

By virtue of their responsibility to supervise employees of the University of Oregon, all administrators, managers and supervisors are involved in implementing affirmative action and equal opportunity within their areas of responsibility. Administrators, managers, supervisors, and all other university employees responsible for overseeing personnel, are responsible for the following:

- Making selections, assignments, transfers, salary adjustments, promotions, and providing training opportunities without regard to race, sex, sexual orientation, gender identity, color, religion, national origin or other protected status.
- Taking 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.
- Providing assistance in the identification of problem areas and establishment of unit goals and objectives to address problem areas.
- Responding to employee concerns related to affirmative action and equal opportunity, consulting with the Office of Affirmative Action and Equal Opportunity (AAEO) in managing such concerns, and taking steps to assure that the university's affirmative action and equal opportunity policies are being followed.
- Participating in a variety of compliance activities including, but not limited to:
  - a. properly displaying current EEO posters;
  - b. ensuring that all facilities, including housing units maintained by the university for the use and benefit of students and employees, are in compliance with the university's policies and practices on nondiscrimination;
  - c. encouraging all employees, including women and minorities, to participate in UO-sponsored educational, training, recreational and social activities.
- Taking appropriate action to prevent discrimination or discriminatory harassment of students and employees in their respective areas of responsibility.
- Informing all supervisory personnel that their work performance will be evaluated in part on their good-faith efforts to support the university's commitment to diversity and inclusion and their compliance with equal opportunity and affirmative action policies.

## **II. Identification of Possible Problem Areas**

### 41 C.F.R. § 60-2.17(a)

The University of Oregon has conducted an analysis of its total employment process to determine whether and where any impediments to equal employment opportunity exist. Specifically, we reviewed the following areas:

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

##### **1. Problems of Minority or Female Utilization or Distribution by Organizational Unit**

The University of Oregon has compared the incumbency of minorities and women in each organizational unit and in the various jobs within each organizational unit and has identified no practices or policies that limit the selection and advancement of minorities or women.

##### **2. Problems of Minority or Female Utilization or Distribution by Job Group**

The University of Oregon has compared the incumbency of minorities and women in each job group pursuant to 41 CFR § 60-2.15 to determine if estimated availability for a job group is greater than incumbency. For those job groups in which the percentage of minorities or women employed in the job group is less than would reasonably be expected given their availability, the university has established a placement goal in accordance with 41 CFR § 60-2.16. Sections VI, VII, and VIII identify the UO job groups, outline how job group availability is determined, and provide a comparison of current workforce representation to availability by job group. Section IX identifies job groups in which responsive goals are established.

The establishment of a placement goal does not imply that women or minorities have been or are being underutilized or discriminated against in any unlawful manner or that the university has contravened any fair employment practice law. There are many non-discriminatory reasons for placement goals. These include the persistence of goals in some job groups, even with successful hiring equal to availability, because of low turnover of jobs or increasing availability of women and minorities resulting in hiring shortfalls even though past hiring was equal to “parity” (i.e. labor force representation). Inadequate applicant flow or lack of retention of highly qualified women and minorities may also be identified as contributing to the establishment of a placement goal. The University of Oregon recruits, hires, trains, and promotes into all job levels the most qualified persons without regard to race, color, religion, sex, sexual orientation, gender identity, national origin or other protected status.

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

The university has reviewed its total employment process, including recruitment, applicant flow, hire, promotion and termination processes, to determine whether and where any impediments to equal employment opportunity exist. We also, at least annually, perform statistical analyses of selection decisions made in the prior AAP Year.

### **1. Applicant Flow**

As required by regulations, the University of Oregon retains applications of all individuals considered for employment in a particular position for three years from the date of receipt/selection decision, whichever is later.

Open positions are posted on the UO website, with the state employment service, and with various other sources, as appropriate. Minimum basic qualifications are established for positions before they are posted. Jobseekers must apply to a specific posting – we do not accept unsolicited resumes and applications. Every applicant is invited to fill out a voluntary self-identification form. These forms are not accessible by anyone involved in the selection decision.

The university recently implemented a talent management system to assist in automating our job application process and to provide comprehensive recruitment, retention and employee development features. In addition to increased efficiencies in our overall hiring processes, this endeavor has made it easier for all applicants to complete and submit the self-identification forms and enhance the level of detail and consistency associated with applicant recordkeeping and analysis. Implementation of the recruitment and selection phase of this talent management system (MyTrack) was initiated in October 2016 and it is now being used for all competitive hiring.

In the past, for most regional and national searches, we have routinely compared the percentage of minorities and women who apply with the estimate of availability for the job group and communicated that information to hiring units. During this AAP year, in conjunction with the MyTrack implementation, we will be expanding that practice to our searches for local and classified positions. Hiring units are encouraged to consider this information when making decisions about the effectiveness of their outreach efforts.

### **2. Hires, Promotions, Terminations and Other Personnel Actions**

In order to be considered for a job opportunity, jobseekers (external and internal) must submit a timely expression of interest and follow the procedures specified by the University of Oregon in its postings. Most competitive university positions are posted on our “jobs page” with additional outreach efforts taken to attract qualified female and minority applicants.

All personnel activity and selections are tracked and monitored. This includes separations, many of which are voluntary and do not involve a selection decision on the part of the university.

Pursuant to *The Uniform Guidelines on Employee Selection Procedures* and Title VII case law, the University of Oregon performs analyses of employment decisions on the basis of persons who sought or were considered for a specific job title or who were “tested” using the same selection device. These analyses are performed at least annually for opportunities filled in the AAP year.

The university has identified no barriers or impediments to equal opportunity in the analysis of our personnel activity.

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

The University of Oregon has reviewed its compensation systems to determine if there are gender-, race-, or ethnicity-based disparities.

Many of the employees at the university are represented by labor unions. The university has a collective bargaining agreement with SEIU Local 503, OPEU. Other employees are represented by Teamsters Local Union #206. Most faculty are represented by United Academics, which is associated with the AAUP (American Association of University Professors) and the American Federation of Teachers. Bargaining agreements with these unions cover working conditions for all bargaining unit employees, including pay practices and rates of pay for those represented by the non-faculty unions. There are no gender-, race-, or ethnicity-based disparities in the practices or rates of pay for these positions.

The United Academics agreement outlines practices associated with across the board, merit, and promotion adjustments for represented faculty members, and defines other salary practices for specific faculty groups. The most recent agreement includes a provision to examine external equity issues as they relate to faculty. A specific focus is equitable compensation of NTTF (non-tenure-track faculty) and the development of external comparators for career NTTF which will be used to inform discussions between the university and the union.

For non-bargaining unit employees, the majority of whom are officers of administration (OA's), the University of Oregon recently completed a two year project to develop a formal compensation system. Key components of this project included a review of position descriptions; a job content review that focused on actual duties, scope and responsibilities of each position; a market analysis to benchmark UO jobs to the relevant external labor markets; definition of the compensation structure (salary bands and ranges); identification of comparable roles across departments to ensure internal parity; and placement of positions within the compensation structure. This compensation program is designed to attract, retain and motivate the high caliber supervisory, professional, and administrative staff necessary to support and advance the university's teaching, research and public service mission.

For all university positions, approval of pay band assignments or salary ranges is required prior to the start of recruitment. Such approvals are based on procedures established by Human Resources, the colleges or divisions.

A review of the elements of the university's various compensation systems has not identified any disparities among similarly situated employees on account of gender, race, or ethnicity.

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

The University of Oregon has analyzed its recruitment, selection, and other personnel procedures to determine whether they result in disparities in the employment or advancement of minorities or women.

##### **1. Position Descriptions and Requisitions**

- Prior to the initiation of any recruitment, the position description must be updated, reviewed and approved by both the administrative unit and human resources. Key elements of this review include job content and responsibilities, working conditions, salary ranges, and job-related nondiscriminatory minimum and preferred requirements.
- After the position description has been approved, a job requisition is created by the hiring unit, with VP/Dean approval required, and forwarded to human resources. At that point the position announcement and candidate sourcing plan are reviewed and approved.
- The UO has no job titles that could be perceived as evidencing a preference for one gender or another.

We have reviewed our position approval and recruitment planning process, including job requisitions, position descriptions, and outreach plans. We have identified no impediments to equal opportunity employment.

##### **2. Selection Procedures**

- Posted opportunities may be for positions open to both current employees and jobseekers not employed by the university (mixed pools), or for positions open only to internal candidates. While selection procedures may vary based on whether the posting is for a mixed pool or internal only position, all applicants for each type of posting are treated the same.
- Each posting outlines the specific procedures for applying to that particular position. Jobseekers are expected to comply with the posted procedures in order to be considered for the open position.
- Prior to reviewing any applications, the hiring authority and/or search committee appointed in connection with a search develops a screening process that focuses on job-related selection criteria.

- Guidance related to all phases of searches for faculty, classified and officer of administration positions has been available on the Human Resources website. The MyTrack implementation has prompted a contemporaneous reassessment of all of those supporting resources and is currently in progress. This reassessment of selection criteria, screening, interviewing, reference check, and final selection process materials will continue to emphasize the importance of nondiscriminatory and job-related hiring procedures.
- Human resources recruiters are available to meet with search committees to review, answer questions, and reinforce understanding of affirmative action and equal opportunity in the hiring process.
- Hiring units are encouraged to interview as many qualified candidates as is feasible, based on budget and time considerations, thus increasing opportunities for the selection of women or people of color.
- After a selection decision has been made, Human Resources ensures that documentation of the job-related reasons for selection and non-selection of applicants is maintained as part of our monitoring process.

### **3. Promotion Procedures**

- Competitive open positions are currently posted on the UO website. Current employees are encouraged to review these openings and apply for any position in which they are interested and for which they feel they are qualified. If an employee is interested in an advancement opportunity or in a lateral move to the same position in another department, she or he must apply for and be selected for a posted position. Current UO employees will be considered for these positions, in competition with all other applicants for the position. Selections will be made on the basis of knowledge, skills, and abilities without regard to race, color, religion, sex, sexual orientation, gender identity, national origin or other protected status. We have determined that there are no impediments to equal opportunity in these practices.
- Employees may also be promoted non-competitively. Such promotions generally involve high performing employees assuming more responsibility over time or assuming additional duties as a result of an economic lay-off or hiring freeze. It would be inappropriate to competitively recruit in these situations, as there is no real “vacancy” or opportunity for anyone but the incumbent. We carefully monitor these transactions to ensure there are no disparities based on race, sex, or ethnicity.
- To encourage wider dissemination of our postings, we have provided an email announcement link that allows employees, and other interested parties, to sign up to have new postings emailed to them on a regular basis.
- When filling classified staff vacancies, the university, in accordance with its collective bargaining agreements, will:

- first consider eligible injured workers, employees who have separated in good standing by layoff or who have been demoted in lieu of layoff, and employees for whom transfer is indicated as a reasonable accommodation.
- when considering between two or more employees for the same position who are equal in every respect, give the position to the employee with the greater amount of seniority (subject to the requirements of affirmative action and equal opportunity).

The University of Oregon has evaluated its promotion procedures to determine whether they operate as impediments to equal employment opportunity. Our promotion procedures do not discriminate on the basis of race, gender, ethnicity or other prohibited bases, and are applied in a non-discriminatory fashion.

## **E. Review of Other Employment-Related Practices and Policies**

(41 C.F.R. § 60-2.17(b) (5))

The University of Oregon has reviewed other employment practices and policies for any obstacles to achieving equal opportunity and affirmative action objectives and found no problems or impediments.

Specific areas examined include:

### **1. Discrimination/Harassment Policies and Practices**

The university is committed to taking steps necessary to ensure a working and learning environment free of prohibited discrimination and discriminatory harassment for all employees and students. Policies are widely communicated, along with the expectation that all members of the community will adhere with those policies. This year a comprehensive review of university policies related to discrimination and harassment was undertaken, resulting in policy expansions and revisions and more resource materials being made available to the campus community.

The following statement from President Michael H. Schill is posted on the AAEO web page:

*The university's leadership team stands united in our resolve to do whatever we can to enable every member of our community to flourish and contribute. I also want to make absolutely clear that we condemn any threat or effort to intimidate anyone at the university. We are a community of scholars. Efforts to divide us based upon the color of our skin, our nationality, our immigration status, our abilities, our diversity of thought, our gender, or our sexual orientation must be called out and stopped.*

It is a University of Oregon standard to include the following statement in the footer of websites across campus.

*UO prohibits discrimination on the basis of race, color, sex, national or ethnic origin, age, religion, marital status, disability, veteran status, sexual orientation, gender identity, and gender expression in all programs, activities and*

*employment practices as required by Title IX, other applicable laws, and policies. Retaliation is prohibited by UO policy. Questions may be referred to the Title IX Coordinator, Office of Affirmative Action and Equal Opportunity, or to the Office for Civil Rights. Contact information, related policies, and complaint procedures are listed on the statement of non-discrimination.*

All members of the university community are encouraged to discuss concerns or make reports of discrimination, harassment or retaliation to AAEO. The AAEO website includes extensive information related to:

- Discrimination complaints and procedures
- Rights of complainants and respondents
- Employee responsibilities to report information regarding discrimination and harassment and employee right to be protected from retaliation
- University obligations to respond to and address reports or complaints
- Definitions of “prohibited discrimination,” “discriminatory harassment,” and “sexual harassment”

Specific grievance procedures vary by employee group and links are provided for SEIU represented employees, GTFF represented employees, United Academics represented employees, and unrepresented employees.

Formal policies related to Discrimination Complaint and Response, Employment Discrimination, Equal Opportunity, Grievance Procedures, and Sexual Misconduct are included in the UO Policy Library, available on the university’s website.

Grievance procedures and supervisory responsibility in connection with allegations of harassment are specifically addressed during the university’s supervisor training courses. Consistent with applicable federal and state law, university policy prohibits retaliation against any individual for identifying affirmative action problem areas or concerns or participating in any of the university’s discrimination grievance processes.

Primary responsibility for discrimination grievance intake and investigation resides with the AAEO. A careful review of these policies and procedures has found no obstacles to achieving equal opportunity and affirmative action objectives.

## **2. Pregnancy and Parental Leave Policies**

The university offers pregnancy leave, in compliance with state and federal law, to all eligible employees. The policy prohibits penalizing women in their conditions of employment because they require time away from work for childbearing. The university affords pregnancy leave of absence and, where the employee meets state or federal regulations, such women employees shall be reinstated on return to the workplace to their original job or to a position of like status and pay without loss of service credits.

As provided by the Family Medical Leave Act (FMLA) and the Oregon Family Leave Act (OFLA), employees are eligible for leave upon the birth or adoption of a child. The collective bargaining agreement with United Academics (Article 32, Section 11) and university policy stipulate that the first six weeks of such leave may be with pay, in accordance with established procedures, for represented and unrepresented faculty and officers of administration. Additional paid or unpaid leave is also available. Represented and unrepresented tenure-related faculty members are also offered the opportunity to stop the “tenure review clock” for one year upon the birth or adoption of a child.

### **3. Facilities**

All of our facilities have been, and continue to be, fully desegregated.

### **4. Technical Compliance**

We periodically audit our facilities to ensure that all required EEO posters, labor law posters and policy statements are posted where applicants and employees can readily see them.

### **5. Transportation and Housing**

There is no indication that a lack of appropriate housing in the community has been a problem as it relates to the university’s ability to recruit qualified minorities and women. There is no evidence that transportation, public or private, has been a factor in our ability to recruit or retain minorities or women. The university’s “LTD Bus Ridership Program” provides free-to-the-user bus ridership to all full-time and other qualified employees.

### III. Development and Implementation of Action-Oriented Programs

(41 CFR § 60-2.17 (c))

In an effort to continue our progress and attract a diverse workforce, we have developed the following action-oriented programs. These programs have been tailored in such a way that their proper execution is expected to result in accomplishment of selection rate goals for women and minorities in job groups with identified goals, or document our good faith efforts to do so.

#### A. 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. Having respect for and embracing the different cultures represented on campus is also critical to the UO's ability to attract and retain talented employees.

Many of the ongoing proactive efforts being undertaken to build and support an increasingly inclusive community are driven by the Division of Equity & Inclusion. Dr. Yvette Alex-Assensoh, vice president for equity and inclusion, has responsibility for collaboratively leading the University of Oregon's efforts to embed inclusion, equity and diversity in its institutional practices, policies, and norms. Among the many initiatives and programs pursued through her office are:

- *UO Diversity Framework* – strengthening the UO's standing as a competitive, world-class public research university is not possible without a commitment to diversity, equity and inclusion. Building upon previous diversity plans, the Division of Equity and Inclusion began work on an overarching strategic framework for diversity, equity and inclusion in 2013. In addition to the formation of a university-wide diversity committee (UWDC), framework development efforts included consultations with other universities, a Diversity Expert in Residence Program, a listening tour, facilitated focus groups, a symposium on best practices, and a campus town hall meeting to receive feedback. In 2016 the Inclusion, Diversity, Evaluation, Achievement and Leadership (IDEAL) framework was shared with the entire UO community along with strategies and initiatives designed to effectuate the IDEAL pillars. The framework is meant to guide decisions, debates, and actions across the entire university related to diversity, equity and inclusion. The Division of Equity and Inclusion will be working with units across campus in the development of individualized goals and appropriate metrics.
- *Division of Equity and Inclusion (DEI)* - promotes inclusive excellence by working to ensure equitable access to opportunities, benefits, and resources for all faculty, administrators, students, and community members. Programs include:
  - *Center on Diversity and Community (CoDaC)* – CoDaC builds the capacity of individuals and units across campus to advance the university's goals of equity and inclusion by:

- Assisting in the recruitment, retention, and development of faculty and graduate students via collaboration with the Office of Academic Affairs
- Sponsoring professional development workshops and public events
- Supporting mentoring programs
- Sponsoring social events for underrepresented faculty and graduate students

Other initiatives include Disability and Deaf Studies Program, Latin@ Strategy Group, DREAMers Committee, Asian and Pacific Islander Strategies Group, faculty and student Writing Circles, and the Faculty-in-Residence Program for faculty to advance the work of equity, inclusion or diversity.

- *Center for Multicultural Academic Excellence (CMAE)* - this unit promotes student retention and persistence for historically underrepresented and underserved populations. Programs and services include transition to college, academic engagement, coaching for faculty and staff, peer education and leadership development, and mentoring.
- *Multicultural Center (MCC)* - provides a safe and respectful environment that nurtures and supports interaction among undergraduate and graduate students, faculty, staff, and the community at large. The center sponsors annual conferences on diversity, accommodates meetings of student unions, educational and cultural workshops, guest speakers and artists, art displays, etc.

The Division of Equity and Inclusion also hosts and partners with others on campus to host events throughout the year such as Dr. Martin Luther King Jr. Awards; Latinx, Native American, Black and Asian Pacific American Heritage Months; UO African American Workshop and Lecture Series; and Implicit Bias Workshops.

- *Strategy/Working Groups* – logistical and organizational support is provided to these working groups for traditionally underrepresented groups. Each of these strategy groups creates its own goals which coincide with the university's Diversity Initiative and advocates for a specific demographic comprised of faculty and staff communities. There is a Native Strategies Group, Los Patos (Latin@ Strategies Group), Black Strategies Group (BSG), API (Asian Pacific Islander) Strategic Initiatives Group, LGBT Concerns Committee, and Faith Based Collaborative.
- *Resources* – extensive resources related to the many university diversity programs, research, and community ties are identified at <https://inclusion.uoregon.edu/programs-resources>

As noted above, units across campus have been working to develop their own diversity initiatives, guided by the IDEAL strategic framework. One example of the types of initiatives being considered and implemented comes from Finance and

Administration. Effective February 2017, a division-wide voluntary exit survey and interview tool was launched. It is anticipated that this tool will provide a way to understand employees' motivation to leave, identify trends, and collect feedback and suggestions which can be used to improve recruitment, onboarding, retention and supervisor training.

The Many Nations Longhouse, a vital part of the UO campus, is a place where American Indian students have the opportunity to practice their diverse cultures, traditions, and values while supporting each other in navigating the university experience.

Many other campus activities and events provide numerous and varied opportunities for exchange of ideas and experiences, thus contributing to increased appreciation for diversity on campus. Activities have included panel discussions, films and videos, educational presentations, book signings, art shows, candlelight vigils, faculty and staff recognition events, human rights awards ceremonies, storytelling, poetry readings, plays, gospel chorale, a march for diversity, and family entertainment events. A few examples of events offered during 2016-17 include:

- *Margo Jefferson Lecture*, scheduled for May 10, 2017 - a professor, journalist and author who has written about growing up black and privileged.
- *Welcome for New Women Faculty* – a reception, sponsored by the Center for the Study of Women in Society and the Office of the Provost and Academic Affairs, provided an opportunity for women faculty to learn about one another's research and work and develop a sense of collaboration, community and support across campus.
- *UO African American Workshop and Lecture Series*, in cooperation with the Black Student Task Force and sponsored by the Office of President Michael H. Schill –speakers scheduled for the 2016-17 year include:
  - *Ta-Nehisi Coates*, author and 2015 National Book Award recipient, speaking on *A Deeper Black: Race in America* - systemic racism and racist policies that have been inseparable from the growth of the nation.
  - *Dr. Benjamin Reese*, VP for Equity and Inclusion at Duke University, hosting workshops titled *Empowered to Lead: Best Practices for Enhancing Campus Climate* – a major focus of this upcoming series of workshops is the impact of implicit bias on faculty diversity, student selection and engagements.
  - *Dr. Kelly Mack*, VP for the American Association of Colleges and University's project to reform undergraduate STEM education, on *Envisioning, Attaining and Institutionalizing Diversity in STEM Education and Research* – Dr. Mack hosted a town hall meeting with faculty, community partners, staff and students on engaging faculty and students in STEM education and professions, and met with leaders responsible for faculty development to share tips and strategies for persistence among women and minorities in higher education.
  - *George Zeno*, chief philanthropy officer at UC Berkley, on *Show Me the Money: The Changing Landscape of Diversity in American Philanthropy* – met with development officers, deans, students, and prospective

donors to help the UO learn more about raising money in support of diversity initiatives.

- *Lady Georgina Theodora Wood*, Ghana's first female Supreme Court Justice, on *Transforming our Judiciary, Changing Our World* – Lady Wood visited campus to talk about the judicial reform she has catalyzed in Ghana as well as her focus on alternative dispute resolution.
- *The American Muslim Experience* – UO Muslim students discuss experiences that have impacted their identities as Muslims living and studying in the United States.
- *Many Nations – Oregon Tribal Flags* – an exhibit at the Museum of Natural and Cultural History focusing on the history and meanings of the flags of each of Oregon's nine independent tribal nations.
- *Listening Leads to Action: A Forum for Citizens and Community Leaders* – an opportunity for community members to discuss experiences since the election and share ideas about how to improve the community climate and inclusivity for all in Lane County.
- *Service Project: Oregon Adaptive Sports* – an opportunity for skilled and patient skiers to volunteer to help those with disabilities learn to ski.
- *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.
- *Annual Veterans Day Recognition Ceremony*
- *UO Disabilities on Campus Forum* – with a focus on accommodating people with disabilities in the workplace or classroom, this set of nine forums ranged from discussions on mental health resources to recognizing disability bias.
- *Weaving New Beginnings* – a networking reception to welcome all students, faculty and staff of color.
- *Women in Business Professional Meetings* – various panels, skill-building workshops, professional speakers, site visits and social events for aspiring businesswomen.
- *Sexual Assault Awareness Month* – a variety of events focused on educational and interactive ways of addressing sexual violence.
- *8<sup>th</sup> Annual Women's Roundtable: Negotiate Like a Pro* – an opportunity for female professionals to learn from Jessica Williams, an author, change agent, coach, and facilitator, how to successfully negotiate salary terms and receive more responsibility and recognition.
- *Communities of Color and Allies Network First Friday Event* – an opportunity for people of color and allies to network and develop connections within the local community.
- *Quick Chats: An Oral History of Veterans* – a discussion and presentation of excerpts from the UO Veterans Oral History Project.

## **B. Selection Process**

The University of Oregon pays close attention to the selection process since new hires and promotions present an opportunity for progress toward greater diversity. As in the past, we will continue to evaluate the entire selection process to ensure that

policies and practices are free from bias and will aid in the attainment of our goals.

- 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 or other protected status.
- Approved job specifications will be made available to all members of search committees or panels involved in the recruiting, screening, selection and promotion process prior to reviewing application materials or interviewing applicants.
- In addition to scheduled meetings with search committees and hiring authorities, Human Resources is available for immediate consultation when questions or issues arise. Committees/hiring authorities are briefed as to best practice related to affirmative action and equal opportunity including consistency in the application review process, awareness of and strategies for avoiding bias, and required documentation procedures.
- The Division of Equity and Inclusion, Academic Affairs, and AAEO have held meetings with the academic units (deans and /or associate deans) to review incumbent workforce demographics, any affirmative action placement goals, and the development of availability estimates. Additional topics included discussion of resources and high-impact practices for inclusive and equitable searches and new search initiatives focused on the development of a search plan designed to attract diverse applicant pools. It is anticipated that these meetings will continue on a biennial basis.
- As part of the university's continuing efforts to diversify tenure-related faculty, the Office of Academic Affairs, in conjunction with other university departments, has developed a faculty search resource. The [Best Practices in Faculty Hiring](#) web page<sup>1</sup> 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.
- Increased focus is being paid to providing training and increasing awareness of the impact of implicit bias in the selection process. Implicit bias trainings and workshops for faculty and staff are sponsored and presented by the Division of Equity and Inclusion in partnership with Dr. Erik Girvan, JD., PhD, of the UO Law School. Such training is required for all faculty searches.
- Other organizational units, such as Finance and Administration, have also encouraged implicit bias training for staff and have been exploring other ways to reduce implicit bias in the selection process. One approach we have tried is the redaction of gender pronouns and names from application materials.

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<sup>1</sup> Visit [facultyhiring.uoregon.edu](http://facultyhiring.uoregon.edu) to learn about Best Practices in Faculty Hiring.

- In an effort to further ensure that staff involved in the selection process have access to best practices, Human Resources has previously posted numerous on-line resources. Included were sample search plans, selection and recruitment process guidelines, discussions of implicit bias, interviewing guidelines, how to handle reference checks, documentation, and other resources. All of these resources are currently being reviewed and updated.
- Several leadership and supervision courses are available to UO employees who supervise classified staff, OAs, or faculty. Recruitment and hiring is the focus of one 3-session course that covers the steps in the hiring process at the UO, starting with development of an effective and accurate position description, appropriate compensation levels, advertising, recruitment, working with search committees, and using job-related selection processes. Other training provides guidance on civil rights laws and protected classes, ADA/disability rights, and lawful and effective interviews.
- Records of all personnel actions, including applicant flow logs, are maintained. This past year's implementation of the MyTrack talent management system is resulting in a more standardized level of search and selection documentation. Data from these records is analyzed as part of our audit and reporting system.
- Our selection processes and procedures are continuously being reviewed and updated. In conjunction with the MyTrack implementation, Human Resources has undertaken a comprehensive reassessment of the entire hiring process from approval of the initial position description through selection and onboarding. This on-going review is resulting in more streamlined, consistent, and clearly defined processes. Strict attention is being paid to ensuring that any new procedures are non-discriminatory with respect to race, sex, sexual orientation, gender identity, color, religion, national origin or other protected status.

### **C. Recruitment**

The following reflect some of the many efforts underway to improve recruitment and increase the flow of qualified minority and female applicants. The University of Oregon:

- Has increased the focus on effective recruitment with the allocation of additional resources to the talent acquisition function in Human Resources. Recruiters are available to provide support to units regarding benchmark recruiting data and development of an initial search plan, especially for those open positions in jobs groups with placement goals.
- Posts all open positions on the "Job Openings" page of the Human Resources website. WorkSource Oregon Employment Department also gets daily updates of our new postings, in compliance with their prescribed procedures and in accordance with OFCCP regulations.
- Promotes the use of a wide variety of outreach and recruitment resources by units engaged in searches. The [Recruitment and Outreach Resource Guide](#) identifies resources that may increase the diversity of applicant pools.

- Supports diversity recruitment and hiring at the highest levels.
  - In 2014 the President's Diversity Advisory Community Council was appointed. Composed of local and statewide community representatives, a key area of focus for this group 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, people with disabilities, and members of the LGBTQ community.
  - The Deans' Diversity Task Force, established in 2013, engages in quarterly discussions around issues of recruitment and retention and provides specific advice targeted to nine schools and colleges.
- Recently implemented new approaches to faculty hiring such as:
  - Active Recruitment - a process that is rooted in the development of a long-term, relationship-focused approach as a strategy for recruiting highly qualified and diverse faculty. Part of this effort includes financial resources, from the Office of the Provost and Academic Affairs, to support identified active recruitment initiatives. Examples of such support include funding for visiting or postdoctoral fellowships in advance of a faculty search or travel to a university that is identified as graduating large numbers of individuals from underrepresented groups with expertise in an area of anticipated future faculty searches.
  - Cluster of Excellence Faculty Hiring Initiative – 10 academic and research areas were identified in 2014 as priorities for faculty expansion. Cluster hires of two to five new faculty members are intended to add depth and deepen expertise in these key areas of national and international significance. Among the criteria used in evaluating cluster hire proposals is the “building of a diverse and inclusive faculty”.
- Partnered with many colleges and universities in Oregon to form the Greater Oregon Higher Education Recruitment Consortium (GO HERC), which is also part of the national HERC network. Job openings at all of the member institutions are listed in a single, central website. This site is particularly useful for dual career and diversity hiring. This job board and its associated resources are free to jobseekers. Integration of the UO's postings in the recently implemented MyTrack system with GO HERC is currently ongoing.
- Faces critical recruitment and retention issues related to dual career couples. Programs designed to provide additional opportunities for such couples, administered by the Office of Academic Affairs, include:
  - Career Partners Program – this program can provide support for tenure-related faculty recruitments where the spouse or partner may also be suitably qualified for a tenure-related position.
  - Dual Career Bridge Program – also designed to support tenure-related faculty recruitments, this program generally provides opportunities for

qualified spouses or partners in non-tenure-related faculty or administrative positions.

- Dual Career Fellowship Program – partners of newly hired faculty, faculty the university is seeking to retain, or officers of administration may be eligible for this temporary one-year fellowship. These are non-tenured or administrative appointments for partners with appropriate professional qualifications and are intended to allow time for partners to seek employment in the local area.
- Encourages the hire of diverse faculty through the Underrepresented Minority Recruitment Program (UMRP). Once a decision has been made to extend an offer to a top candidate of color, this program may provide funds that make it easier for departments to compete with other institutions in successfully hiring diverse faculty. UMRP funds are designed to provide support for new faculty members in a manner that is congruent with common start-up negotiation norms in the department.
- Emphasizes the importance of being able to work and communicate effectively with individuals from diverse backgrounds and cultures in all job postings.
- Notes that it is an equal opportunity, affirmative action institution in all employment advertisements and other recruiting communications.
- Attends local job fairs at Lane Community College and Linn Benton Community College, Workforce Partnership Job Fairs which often include focused events just for veterans or individuals with disabilities, and occasional events in Portland such as the Urban League Job Fair.
- Welcomes inquiries from applicants about open positions and the application process. Recruiters in human resources also periodically serve on employer panels to present job and job search information.
- Routinely includes pictures of female and minority members of the workforce and stresses its commitment to diversity in university publications and online communications.
- Periodically reaffirms its commitment to diversity in letters to local and regional referral agencies, many of whom serve female and minority constituents. These letters outline where applicants can go to see all of our openings and how to apply.
- Sponsors pipeline programs aimed at increasing diversity in the workplace of the future by increasing opportunities for students from underrepresented groups. A few examples include:
  - The UO Women in Graduate Science organization provides social and financial support for women scientists and sponsors workshops, speakers, and a community outreach program focused on the professional development of women in all disciplines of science.
  - Mildred Braaten Archibald Scholarship in Science and Mathematics - recognizing high achievement among undergraduates majoring in math,

biology, chemistry or physics. Students are nominated by the science department heads, and preference is given to students showing significant interest in issues relating to women in the sciences.

- Bridge of the Gods Summer Academy - a joint program of the Office of Equity and Inclusion and Lane Community College that offers a free two-week residency program for Native American high school students designed to encourage the students to start thinking about and working toward a college education.
- Connections - a visitation program geared toward first-generation, ethnically diverse or economically disadvantaged high school students from across the state. Under-served high school age students are given an opportunity to sample college life in an effort to encourage them to consider higher education in general, and the University of Oregon in particular.
- Diversity Excellence Scholarship program - a tuition-remission scholarship with partial- and full-tuition awards that recognizes the academic achievement and potential of students who enhance the educational experience of all students by sharing diverse cultural or interpersonal backgrounds.
- Oregon Young Scholars Program - an educational initiative that focuses on Oregon student populations most underserved in higher education. This program specifically focuses on students of color, students from homes with limited incomes, and students who are the first in their families to be college bound. Through summer campus experiences these students begin to see how a college education is a realistic possibility.
- Summer Academy to Inspire Learning (SAIL) – UO’s largest pipeline endeavor, this summer program is led by faculty who volunteer their time to increase the number of students enrolling and succeeding in college through early exposure and exploration. Focused on 8<sup>th</sup> through 12<sup>th</sup> graders who attend a new camp every summer, this free program’s goal is for students to finish four years of SAIL with the tools to succeed in higher education. Priority is given to students who qualify for Free and Reduced Lunch programs.
- Science Program to Inspire Creativity and Excellence (SPICE) – a program designed to create a learning environment where girls can thrive in science, technology, engineering and mathematics (STEM). Proven intervention strategies, such as mentoring, early hands-on research experience, role models, access to information and equipment, and building a community of young scientists, are used to enhance the science experiences of middle and high school girls and thus increase the number of women attaining advanced degrees in STEM fields and participating in STEM careers.
- Summer Program in Undergraduate Research (SPUR) - fellowship opportunities for undergraduate students from other universities and

colleges to participate in ongoing research in Life Sciences laboratories at the UO. SPUR contributes to national efforts to raise competence in STEM areas, enhances access to research careers for students with limited access to research facilities and experience, broadens the participation of minority researchers in STEM field related careers, and trains graduate students and postdoctoral fellows to be effective mentors.

- Reach for Success – brings underrepresented middle school students to the UO campus to learn about the college experience. These students participate in activities designed to build awareness of their individual strengths and engage them in conversations about higher education.

#### **D. Promotions**

The University of Oregon does the following to ensure that minority and female employees have equal opportunity for all promotions:

- Employees may apply for any posted position for which they feel qualified. Most of these positions are open to all applicants with occasional openings that are only open to UO employees.
- Non-competitive promotions are monitored by Human Resources (HR) to ensure that such actions are consistent with applicable university policies.
- 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 in their direct reporting line.
- As outlined in the Collective Bargaining Agreement between United Academics and the university, when being reviewed for tenure or promotion, faculty members must submit a personal statement that includes a discussion of contributions to institutional equity and inclusion.
- Employees are encouraged to take advantage of the extensive training opportunities offered by the Professional Development unit within Human Resources in order to acquire the skills needed to compete for new opportunities.

#### **E. Analysis of Other Personnel Actions**

- Training and Professional Development Opportunities - Many courses are offered by HR's Professional Development unit that provide skills needed for advancement into other positions. These professional development opportunities are communicated broadly to the campus community and are posted on the Professional Development page of the HR website. Listed below are just a few of the courses and certificate programs that offer training in required job skills:
  - Annual Security Awareness Training
  - BOLI (State of Oregon Bureau of Labor and Industries) courses – Leave Laws in Oregon; Documentation, Discharge & Discipline; Employment

Law Updates; Wage & Hour Laws; Workplace Harassment & Discrimination; Employee Supervision

- Delegation and Empowerment
- Financial Stewardship Institute – 8 sessions
- IDR Cognos Report User Training
- Project Management Series
- Purchasing Rules and Ethics (required for signature authority)
- Supervision Courses
- Transforming Meetings

Other professional development offerings focus on fostering a discrimination and bias-free university environment that values diversity among faculty, staff and students. A few examples of professional training and development opportunities specifically related to developing a culturally responsive community include the following:

- Crucial Accountability and Crucial Accountability for Senior Leaders
- Crucial Conversations: Tools for Talking when Stakes are High
- Emotional Intelligence I and Emotional Intelligence II: Managing Different Behaviors
- Listening Skills...the Art of Optimal Understanding
- Prohibited Discrimination Reporting

The university has partnered with Skillsoft to offer on-line courses utilizing the Skillport eLearning Tool which is available 24/7. Included are numerous courses in business skills, environmental health and safety, legal compliance, and information technology.

The university has instituted a mandatory training requirement for all employees – Workplace Harassment Prevention. This training is being provided to elevate employee awareness of what constitutes prohibited discrimination and workplace harassment and how to report it at the University of Oregon. All employees were required to complete this training during the initial rollout in 2013-14. New employees are required to complete the training within three months of being hired.

- 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.
- 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.

## **F. Employee Welfare**

To promote the welfare of all employees, the University of Oregon takes the following actions:

- All employees are encouraged to participate in university-sponsored activities and events. Facilities and social and recreational activities are desegregated.
- The university publicly recognizes employees who have made significant contributions to the university in a variety of areas, regardless of race, sex, sexual orientation, gender identity, color, religion, national origin, or other protected status.
- The university 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 through its *Work/Life Resources* program. This program helps university families successfully manage the responsibilities of work, education and family life by developing and implementing programs, services and policies to support faculty, staff and student families.
- The university operates two facilities that provide child care for the UO community. The Vivian Olum Child Development Center provides comprehensive care for children ages 8 weeks to 12 years for approximately 110 children on a full-time basis, primarily children of UO staff and faculty. The Moss Street Children's Center focuses on children of UO student families first, accommodating children of UO employee families only on a space-available basis.
- As a further employment-related service, the university provides free bus passes to .5 FTE or greater employees for Lane Transit District (LTD) buses. 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.

## **G. Developing and Strengthening Community Partnerships**

The university actively participates in community organizations such as the Eugene Human Rights Commission and the Equity and Community Consortium, among others. UO sponsors various community events that advocate cultural, educational, economic, and political causes related to diversity.

#### **IV. Internal Audit and Reporting System**

41 C.F.R. § 60-2.17(d)

Self-evaluation, including monitoring of personnel activity (hires, promotions and terminations) at all levels, is essential to the effectiveness of the University of Oregon's affirmative action program. Internal review and reporting systems have been developed to monitor personnel action patterns and evaluate the results of affirmative action efforts. For this purpose, the following procedures have been established:

- The Office of Affirmative Action and Equal Opportunity and Human Resources monitor records of placements, transfers, promotions, and terminations at all levels to ensure that all employees are treated in a fair and equitable manner. In conjunction with the recent implementation of UO's new talent management system and the more consistent level of recordkeeping associated with this system, we are re-designing our audit process related to hires, promotions and transfers.
- Periodic, at least annual, reporting of recruiting results, which shall include data pertaining to:
  - The sex and minority status of applicants; and
  - The sex and minority status of all persons to whom offers for hire, transfer or promotion to a particular job group are made, as well as the response to the offers.
- Annual progress report from the equal employment opportunity officer to review the degree to which goals are attained.
- Annual Plan review to top administration to summarize Plan effectiveness and suggest methods to improve performance.
- Review of all selection, promotional, and training procedures to ensure that they are non-discriminatory.

## **V. Organizational Profile – Workforce Analysis**

### **41 C.F.R. § 60-2.11**

As of October 31, 2016, the University of Oregon included 5,460 employees<sup>2</sup> in its affirmative action plan for females and minorities. Of these, 3,012 (55.16%) were women and 910 (16.67%) identified as minorities. The representation of both females and minorities increased from the previous AAP year. The university divides its workforce into 176 departments/organizational units.

Pursuant to § 60-2.11(c), we have prepared an Organizational Profile in the form of a Workforce Analysis and have listed each job title as it appears in our payroll records or applicable bargaining agreements, ranked from the lowest paid to the highest paid within each department. We have displayed within each department, for each job title, the total number of employees, the total number of male and female employees, and the total number of incumbents who are White, Black, Asian, Native American, Hispanic, Hawaiian or Pacific Islander, and Two or More Races. In addition, we have also provided a salary and EEO code for each job title.

The university has no formal lines of progression or usual promotional sequences within departments. Employees can be hired at any level and do not necessarily follow a line of progression. In some instances there may be typical career movements, such as movement from assistant to associate to full professor, but even these promotions are not automatic but occur only after a thorough and carefully documented review to determine whether the incumbent's accomplishments justify promotion. Where they occur, such movements are taken into account in establishing feeder job groups in the Availability Analysis.

The University of Oregon has reviewed the workforce by organizational unit and identified no problems in terms of minority or female employment in any unit or of minority or female distribution in different jobs within any unit.

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<sup>2</sup>This figure excludes student workers and graduate teaching fellows and 313 other employees who chose not to self-identify.

## **VI. Job Group Analysis and Placement of Incumbents in Job Groups**

41 C.F.R. § 60-2.12 and 41 C.F.R. § 60-2.13

Pursuant to 41 C.F.R. § 60-2.12 (b), the University of Oregon's 5,460 employees are organized into job groups based on similar content, wage rates and opportunities. For this AAP, there are 112 job groups included in the university's job group analysis.

In order to comply with the "similar content, wage rates, and opportunities" regulatory design requirements, it has been necessary to create some small job groups (in terms of number of incumbents), but to combine those jobs with others would depart from "similarity" more than we considered reasonable.

As required, the Job Group Analysis includes a list of the job titles that comprise each job group (41 C.F.R. § 60-2.12(c)). Pursuant to 41 C.F.R. § 60-2.13, the Job Group Analysis Summary separately states the percentage of minorities and the percentage of women employed in each job group (Placement of Incumbents in Job Groups).

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 NTTF 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	Architecture and Allied Arts: Tenure-Track Faculty
02A2	Architecture and Allied Arts: Limited Appt. Non-Tenure Track Faculty (NTTF)
02A3	Architecture and Allied Arts: Career Non-Tenure Track Faculty (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
02G2	Library: Limited Appt. NTTF
02H1	College of Education: Tenure-Track Faculty
02H2	College of Education: Limited Appt. NTTF
02H3	College of Education: Career NTTF Instructional

<b>Job Group Type and Number</b>	<b>Job Group Category Description</b>
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
<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>
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

<b>Job Group Type and Number</b>	<b>Job Group Category Description</b>
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>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>Job Group Type and Number</b>	<b>Job Group Category Description</b>
<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	Temporary – Skilled Craft
09A5	Temporary – Service/Maintenance
09A6	Temporary – Non-Regular
09A7	Temporary - Retirement

## VII. Determining Availability

41 C.F.R. § 60-2.14

Consistent with regulatory requirements, the University of Oregon has separately determined the availability of minorities and women for each job group pursuant to 41 C.F.R. § 60-2.14(b).

In determining availability of minorities and women, the university considered the following factors:

- The percentage of minorities and women with requisite skills in the reasonable recruitment area.
- The percentage of minorities and women among those promotable, transferable, and trainable within the university.
- The percentage of minorities and women with specific and relevant degrees.

### **Factor 1: The Percentage of Minorities and Women with Requisite Skills in the Reasonable Recruitment Area (External Availability).**

When recruiting and hiring are taking place, the university seeks individuals who have the requisite skills and are capable of immediately stepping into the job and performing the functions quickly and with little training.

In each case the reasonable recruitment area was established based on university policy and the actual experience of the university in attracting applicants for positions within the job group. For example, standardized census areas such as an MSA are quite broadly drawn and are inclusive of individuals (including minorities and women) in what might be an unlikely commuting distance. Nevertheless, we have used such data so as not to exclude potentially recruitable minorities and women from our availability estimate.

For some job groups, the reasonable recruitment area is the local labor area. For others, primarily tenure-related faculty and high level executives, the reasonable recruitment area is national in scope. For many job groups, the university draws applicants both from the local labor area and from a larger state, regional or national area. For each job group, the definition of reasonable recruitment area has been guided by the university's scope of recruitment policy and actual experience with past applicant pools.

The University of Oregon has used the most current and discrete statistical information available to derive external availability data. In an effort to estimate external availability as accurately as possible, we relied on the Bureau of Census 2010 EEO tabulation for 488 occupational categories. The occupational categories are based on the 2010 Standard Occupational Classification (SOC) categories. In determining "requisite skills," the University of Oregon identified those SOCs reported in the

census that were most representative of the skills required for the positions being analyzed. The identified SOCs were then “weighted” in accordance with the significance of each to the job group based on the number of positions in the job group requiring such skills.

**Factor 2: The Percentage of Minorities and Women Among Those Promotable, Transferable, and Trainable Within the University (Internal Availability).**

The University of Oregon is committed to a policy of upward mobility for all employees in accordance with university need and employee interest. Internal availability is a significant source of availability for many job groups. While promotions can and do occur within any job group, the estimated frequency of movement into the job group determined the value weight for internal availability in our analysis. At any given time, the population of a “feeder” job group might include individuals newly hired/promoted, in training or otherwise not necessarily “promotable” for every vacancy. However, for purposes of AAP availability estimates only, all individuals in the feeder job group were counted as “promotable/transferable and trainable.” (41 CFR Section 60-2.14(f))

Based on actual patterns of promotion and transfers, the University of Oregon has identified the job groups which are the "feeder pools" for those job groups where patterns tend to occur. Such "feeder pools" include those employees who are reasonably promotable, transferable, and trainable.

**Factor 3: The Percentage of Minorities and Women with Specific and Relevant Degrees.**

Because of the unique and highly competitive requirements for employment within a comprehensive research and teaching institution, the university utilizes additional sources of statistical information regarding the availability of qualified women and minorities. Most notably, because a Ph.D. or other terminal degree is required for most tenure-related positions, the university uses the National Center for Education Statistics (NCES) for information on the number of degrees granted by discipline to help determine the percentage of women and minorities with the requisite skills who are potentially qualified for instructional and research faculty positions. For tenure-related job groups, the university uses terminal degree data. For non-tenure track job groups, the university uses a mix of terminal and other related degrees, depending on the relevance of those degrees to positions in the job group. When NCES or other data are used as an additional factor for job groups encompassing more than one discipline, weight is given to each discipline represented in the job group in proportion to the representation of that discipline within the overall job group.

### **Calculating Final Availability**

For each job group, we considered those factors that represented a genuine source of available workers for the job group. We weighted each factor based on a judgment as to its overall significance to the job group when computing final estimates of availability. The complete labor market availability analyses for the University of Oregon's job groups, based on the most recent available data, are maintained in the Office of Affirmative Action & Equal Opportunity.

## VIII. Comparison of Incumbent Workforce to Availability

### 41 CFR § 60-2.15

The university has compared the percentage of minorities and women in each job group with the availability estimates for those job groups. Where the percentage of minorities or women employed in a particular job group is less than would reasonably be expected given their availability for employment in that particular job group, the university has established a Placement Goal.

An appropriate measure of “reasonably expected” is statistical probability; that is, if the difference between availability and actual participation is statistically significant, the current incumbency is less than what is “reasonably expected.” We have used appropriate tests of statistical significance, relying on the standard for measuring “reasonably expected” approved by the court in Firestone Tire & Rubber Co., Inc. v. Marshall, 507 F. Supp. 1330, 24 FEP 1699 (Eastern District of Texas, 1981, upholding the decision of the Administrative Law Judge) as well as many other federal courts.

For job groups with more than 30 incumbents we have determined statistical probability using standard deviation analysis and have set a goal whenever the difference between availability and incumbency was 2.0 standard deviations or more. For job groups with 30 or fewer incumbents, we have determined statistical probability using Exact Binomial, setting a goal whenever probability is less than or equal to .05.

Table 2 on the following pages shows the results of the comparison of current University of Oregon workforce representation of women and minorities to availability estimates.

**Table 2: Comparison of Incumbent Workforce to Availability<sup>3</sup>**

Job Group	Current Representation %		Available Percentage		Under-represented: 2 Standard Deviation <sup>4</sup>	
	Female	Minority	Female	Minority	Female	Minority <sup>5</sup>
<b>EXECUTIVES</b>						
A101 Sr. Executive Officers	18.18	18.18	50.54	17.37	No*	No*
A102 Sr. Academic Executives	44.11	14.70	46.64	23.24	No	No
A103 Sr. Admin. Executives	38.46	19.23	42.36	17.48	No*	No*
<b>FACULTY/RESEARCH</b>						
02A1 AAA Tenure-Track Faculty	44.44	22.22	51.45	19.52	No	No
02A2 AAA Limited Appt. NTTF	40.67	11.86	47.35	14.22	No	No
02A3 AAA Career NTTF	43.28	8.95	39.75	15.68	No	No
02B1 Honors College Tenure-Track Faculty	63.63	18.18	49.68	15.69	No*	No*
02B2 Honors College Limited Appt. NTTF	18.18	9.09	56.73	15.35	Yes*	No*
02B3 Honors College Career NTTF	50.00	0.00	56.73	15.35	No*	No*
02C1 Law Tenure-Track Faculty	58.33	25.00	47.73	23.28	No*	No*
02C2 Law Limited Appt. NTTF	35.00	5.00	43.45	16.87	No*	No*
02C3 Law Career NTTF	75.00	12.50	42.19	17.45	No*	No*
02D1 Journalism Tenure-Track Faculty	36.36	33.33	58.37	18.87	Yes	No
02D2 Journalism Limited Appt. NTTF	58.33	25.00	51.20	11.31	No*	No*
02D3 Journalism Career NTTF	34.78	17.39	55.01	17.25	No*	No*
02E1 Music Tenure-Track Faculty	32.50	22.50	50.90	15.93	Yes	No
02E2 Music Limited Appt. NTTF	66.66	11.11	54.70	16.48	No*	No*
02E3 Music Career NTTF	45.83	8.33	53.52	17.20	No*	No*

<sup>3</sup> Workforce representation is based on October 31, 2016 data.

<sup>4</sup> An \* denotes a job group with 30 or fewer incumbents in which the Exact Binomial test of statistical significance was used. Due to the smaller sizes of these job groups, a significantly larger discrepancy between availability and current representation is necessary to produce statistically significant underrepresentation.

<sup>5</sup> This table reflects a comparison of incumbents to availability for total minorities, rather than individual minority groups, consistent with applicable regulations. Review of incumbent workforce to availability by individual minority group provides additional information which is communicated to and addressed with appropriate authorities.

Job Group	Current Representation %		Available Percentage		Under-represented: 2 Standard Deviation	
	Female	Minority	Female	Minority	Female	Minority
02F1 Business Tenure-Track Faculty	28.57	45.23	39.45	24.00	No	No
02F2 Business Limited Appt. NTTF	33.33	0.00	43.59	16.98	No*	No*
02F3 Business Career NTTF	37.83	8.10	43.22	21.68	No	Yes
02G1 Library Career NTTF	62.79	11.62	78.30	15.09	Yes	No
02G2 Library Limited Appt. NTTF	100.00	100.00	70.44	8.22	No*	No*
02H1 Education Tenure-Track Faculty	68.75	20.83	70.61	21.39	No	No
02H2 Education Limited Appt. NTTF	76.19	16.66	66.65	16.44	No	No
02H3 Education Career NTTF Instructional	64.81	14.81	73.09	17.21	No	No
02H4 Education Career NTTF Res. Assoc.	60.86	17.39	72.04	19.40	No*	No*
02H5 Education Career NTTF Res. Asst.	85.43	7.76	75.22	14.58	No	Yes
02J1 CAS Humanities Tenure-Track Faculty	48.62	22.01	57.03	18.82	No	No
02J2 CAS Humanities Limited Appt. NTTF	64.86	24.32	64.95	21.62	No	No
02J3 CAS Humanities Career NTTF	73.80	19.84	64.61	25.30	No	No
02K1 CAS Social Sciences Tenure-Track Faculty	42.27	24.39	45.56	19.40	No	No
02K2 CAS Social Sciences Limited Appt. NTTF	45.71	14.28	52.82	14.82	No	No
02K3 CAS Social Sciences Career NTTF	52.63	10.52	51.60	17.12	No*	No*
02L1 CAS Sciences Tenure-Track Faculty	22.03	14.12	38.67	18.49	Yes	No
02L2 CAS Sciences Limited Appt. NTTF	39.68	23.80	46.70	21.75	No	No
02L3 CAS Sciences Career NTTF Instructional	44.00	6.00	41.67	21.79	No	Yes
02L4 CAS Sciences Career NTTF Researchers	50.00	11.11	43.86	18.72	No*	No*
02M1 VP Research Limited Appt. NTTF-Res. Assoc.	50.00	18.18	46.27	20.75	No	No
02M2 VP Research Limited Appt. NTTF-Res. Asst.	72.91	25.00	54.32	25.01	No	No
02M3 VP Research Career NTTF Res. Assoc.	52.17	17.39	49.90	21.87	No	No
02M4 VP Research Career NTTF Res. Asst.	61.95	16.30	58.78	18.07	No	No

Job Group	Current Representation %		Available Percentage		Under-represented: 2 Standard Deviation	
	Female	Minority	Female	Minority	Female	Minority
02N1 Other Teaching/ Res. Limited Appt. NTTF	47.05	11.76	61.85	13.98	No*	No*
02N2 Other Teaching/Res. Career NTTF Instructional	51.11	15.55	58.79	22.42	No	No
02N3 Other Teaching/Res. Career NTTF Researchers	45.45	13.63	56.09	19.46	No*	No*
<b>SENIOR ADMINISTRATORS</b>						
A201 Sr. Academic/ Research Administrators	56.52	4.34	57.84	23.60	No*	Yes*
A202 Sr. Info. Tech./Data Mgmt. Administrators	20.00	12.00	19.34	12.21	No*	No*
A203 Sr. Dev./External Relations Administrators	29.62	3.70	64.93	13.65	Yes*	No*
A204 Sr. Health Services Administrators	50.00	16.66	63.13	18.07	No*	No*
A205 Sr. Financial/ Contract Administrators	54.54	9.09	58.30	19.79	No*	No*
A206 Sr. Operations Administrators	50.00	21.42	57.11	16.08	No*	No*
A207 Sr. Program Administrators	44.44	5.55	46.63	18.26	No*	No*
A208 Sr. Museum & Library Administrators	60.00	20.00	60.15	16.99	No*	No*
A209 Sr. Student Svcs./ Enrollment Mgmt. Admin.	53.33	36.66	54.08	24.24	No*	No*
A210 Sr. Athletic Administrators	37.50	12.50	45.44	18.28	No*	No*
A211 Head Coaches – Revenue Sports	0.00	0.00	17.39	27.69	No*	No*
<b>ADMINISTRATORS</b>						
A301 Academic/Research Administrators	76.36	10.90	68.98	16.23	No	No
A302 Info. Tech./Data Mgmt. Administrators	14.70	5.88	25.05	17.85	No	No
A303 Dev./External Relations Administrators	73.17	9.75	64.00	16.10	No	No
A304 Health Services Administrators	76.47	17.64	68.94	13.81	No*	No*
A305 Financial/Contract Administrators	67.24	12.06	63.74	13.43	No	No
A306 Office Operations Administrators	87.50	8.33	77.24	13.96	No	No
A307 Program Administrators	60.60	6.06	66.05	17.21	No	No
A308 Museum & Library Administrators	72.72	18.18	75.70	15.42	No*	No*
A309 Student Svcs./ Enrollment Mgmt. Admin.	60.71	30.35	67.84	20.15	No	No
A310 Athletic Administrators	31.25	6.25	42.39	16.64	No*	No*

Job Group	Current Representation %		Available Percentage		Under-represented: 2 Standard Deviation	
	Female	Minority	Female	Minority	Female	Minority
A311 Head Coaches – NonRevenue Sports	38.46	23.07	35.91	19.76	No*	No*
A312 Food Service Management	35.71	21.42	57.33	21.42	No*	No*
A313 Facilities, Buildings & Grounds Management	15.38	7.69	18.77	15.08	No	No
A314 Event Management	66.66	6.06	73.40	12.81	No	No
A315 Public Safety Management	23.07	7.69	14.93	15.11	No*	No*
A316 PE/Recreation Management	69.23	15.38	63.77	16.99	No*	No*
A317 Human Resource Administrators	78.57	0.00	71.78	14.98	No*	No*
A318 Housing Coordinators	54.54	45.45	68.69	18.85	No*	No*
<b>SENIOR PROFESSIONALS</b>						
B101 Special Assistants & Advisers	50.00	25.00	44.32	13.84	No*	No*
B102 Sr. Info. Tech./Data Mgmt. Professionals	0.00	10.00	18.51	18.41	No*	No*
B103 Sr. Dev./External Relations Professionals	70.58	17.64	59.82	11.37	No*	No*
B104 Sr. Health Professionals	42.85	7.14	35.57	23.75	No*	No*
B105 Sr. Compliance/Legal Professionals	42.85	0.00	43.68	13.42	No*	No*
<b>PROFESSIONALS</b>						
B201 Academic/Research Professionals	68.88	6.66	54.76	18.07	No	Yes
B202 Info. Tech./Data Mgmt. Professionals	17.14	11.42	25.36	20.43	No	No
B203 Dev./External Relations Professionals	60.56	9.85	73.90	12.90	Yes	No
B204 Health Professionals	64.51	38.70	61.66	14.95	No	No
B205 Financial/Contract Professionals	70.00	10.00	73.54	20.75	No*	No*
B206 Administrative Professionals	93.47	10.86	91.05	14.54	No	No
B207 Program Professionals	55.17	17.24	59.58	21.69	No*	No*
B208 Museum & Library Professionals	90.90	9.09	74.20	16.24	No*	No*
B209 Advising, Coun., & Other Stud. Svcs. Profs.	69.84	28.57	68.20	20.03	No	No
B210 Assistant Athletic Coaches-Revenue Sports	0.00	36.36	35.73	19.70	Yes*	No*
B211 Assistant Athletic Coaches-Non-Rev. Sports	36.66	20.00	38.20	19.61	No	No

Job Group	Current Representation %		Available Percentage		Under-represented: 2 Standard Deviation	
	Female	Minority	Female	Minority	Female	Minority
B212 Facilities, Bldg. & Grounds Professionals	53.33	13.33	26.83	12.72	No*	No*
B213 Compliance Professionals	73.68	15.78	58.79	17.32	No*	No*
B214 Human Resource Professionals	77.27	18.18	80.76	15.98	No*	No*
<b>CLERICAL</b>						
04A1 Clerical-Classified Office Specialist 2	88.47	13.36	93.19	13.27	Yes	No
04A2 Clerical-Classified Entry Level & OS 1	82.75	20.68	90.41	12.36	Yes	No
04A3 Clerical-Classified Spec./Exec. Level Office	83.56	10.79	80.00	16.60	No	Yes
04A4 Clerical-Classified Finance-Related	74.03	18.26	69.62	12.11	No	No
04A5 Clerical-Classified Library	71.42	19.04	60.47	19.25	No	No
<b>TECHNICAL</b>						
05A1 Technical-Classified Health Care Related	82.45	7.01	77.60	12.95	No	No
05A2 Technical-Classified Child Care Workers	93.10	15.51	93.55	15.69	No	No
05A3 Technical-Classified Computer/Tech-Related	15.23	13.90	27.34	12.51	Yes	No
05A4 Technical-Classified Accountants	46.15	3.84	70.48	13.21	Yes*	No*
<b>SKILLED CRAFTS</b>						
06A1 Classified Skilled-Craft Workers	6.61	7.43	10.55	14.68	No	Yes
<b>SERVICE/MAINTENANCE</b>						
07A1 Service/Maint. Food Handlers-Classified	56.28	30.53	59.02	20.76	No	No
07A2 Service/Maint. Custodians-Classified	40.11	27.11	32.10	13.36	No	No
07A3 Service/Maint. Other-Classified	23.43	14.06	29.09	17.28	No	No
<b>TEMPORARY</b>						
09A1 Temporary Professional	55.55	5.55	72.12	13.78	No*	No*
09A2 Temporary Technical/ParaProf.	63.55	18.69	70.55	13.19	No	No
09A3 Temporary Office Support	78.48	15.18	78.93	13.38	No	No
09A5 Temporary Service/Maintenance	47.82	21.73	47.41	16.27	No	No
09A6 Temporary Non-Regular	52.23	19.10	62.28	12.39	Yes	No
09A7 Temporary Retirement	78.57	0.00	85.66	14.64	No*	No*

## **IX. Annual Placement Goals**

### 41 CFR § 60-2.16

Annual placement goals have been established for women and total minorities in job groups where the representation of either women or minorities is less than what would reasonably be expected based on availability. Goals are expressed as percentages equal to current availability proportions.

In accordance with § 60-2.16 (e), the following principles apply to Annual Placement Goals:

- Annual Placement Goals are not rigid or inflexible quotas, which must be met.
- Annual Placement Goals do not set a ceiling or floor for the employment of particular groups.
- Annual Placement Goals do not create set-asides for specific groups and are not intended to achieve proportional representation or equal results.
- 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.

Affirmative action goals are targets that are reasonably attainable by applying identified good-faith efforts to all aspects of our affirmative action program.

Our goal and objective for every job group, department and other organizational unit, whether or not a placement goal has been set, is to engage in a good faith effort to recruit minorities and women, ensure equal opportunity with respect to hires and promotions, and to monitor so as to ensure that our policies and practices comply with affirmative action and equal opportunity principles. The University of Oregon will not discriminate against any applicant or employee because of race, color, religion, sex, sexual orientation, gender identity, national origin, or other protected status. The university will make all employment decisions in a non-discriminatory manner.

Placement goals have been established for women in 13 of the university's 112 job groups. There are seven job groups with placement goals for minorities. Table 3 presents annual percentage goals for those job groups where the representation of women or minorities, as of October 31, 2016, is less than would reasonably be expected based on availability.

**Table 3: 2017-18 Annual Placement Goals<sup>6</sup>**

JOB GROUP	PERCENTAGE GOALS (Equal to Availability)		JOB GROUP	PERCENTAGE GOALS (Equal to Availability)	
	Female	Minorities		Female	Minorities
A101 Sr. Executive Officers	*	*	02H4 Education Career NTTF Res. Assoc.	*	*
A102 Sr. Academic Executives	*	*	02H5 Education Career NTTF Res. Asst.	*	14.58
A103 Sr. Administrative Executives	*	*	02J1 CAS Humanities Tenure-Track Faculty	*	*
02A1 AAA Tenure-Track Faculty	*	*	02J2 CAS Humanities Limited Appt. NTTF	*	*
02A2 AAA Limited Appt. NTTF	*	*	02J3 CAS Humanities Career NTTF	*	*
02A3 AAA Career NTTF	*	*	02K1 CAS Social Sciences Tenure-Track Faculty	*	*
02B1 Honors College Tenure-Track Faculty			02K2 CAS Social Sciences Limited Appt. NTTF	*	*
02B2 Honors College Limited Appt. NTTF	56.73	*	02K3 CAS Social Sciences Career NTTF	*	*
02B3 Honors College Career NTTF	*	*	02L1 CAS Sciences Tenure-Track Faculty	38.67	*
02C1 Law Tenure-Track Faculty	*	*	02L2 CAS Sciences Limited Appt. NTTF	*	*
02C2 Law Limited Appt. NTTF	*	*	02L3 CAS Sciences Career NTTF Instructional	*	21.79
02C3 Law Career NTTF	*	*	02L4 CAS Sciences Career NTTF Researchers	*	*
02D1 Journalism Tenure-Track Faculty	58.37	*	02M1 VP Research Limited Appt. NTTF-Res. Assoc.	*	*
02D2 Journalism Limited Appt. NTTF	*	*	02M2 VP Research Limited Appt. NTTF-Res. Asst.	*	*
02D3 Journalism Career NTTF	*	*	02M3 VP Research Career NTTF Res. Assoc.	*	*
02E1 Music Tenure-Track Faculty	50.90	*	02M4 VP Research Career NTTF Res. Asst.	*	*
02E2 Music Limited Appt. NTTF	*	*	02N1 Other Teaching/Res. Limited Appt. NTTF	*	*
02E3 Music Career NTTF	*	*	02N2 Other Teaching/Res. Career NTTF Instructional	*	*
02F1 Business Tenure-Track Faculty	*	*	02N3 Other Teaching/Res. Career NTTF Researchers	*	*
02F2 Business Limited Appt. NTTF	*	*	A201 Sr. Academic/ Research Administrators	*	23.60
02F3 Business Career NTTF	*	21.68	A202 Sr. Info. Tech./Data Mgmt. Administrators	*	*
02G1 Library Career NTTF	78.30	*	A203 Sr. Dev./External Relations Administrators	64.93	*
02G2 Library Limited Appt. NTTF	*	*	A204 Sr. Health Services Administrators	*	*
02H1 Education Tenure-Track Faculty	*	*	A205 Sr. Financial/ Contract Administrators	*	*
02H2 Education Limited Appt. NTTF	*	*	A206 Sr. Operations Administrators	*	*
02H3 Education Career NTTF Instructional	*	*	A207 Sr. Program Administrators	*	*

<sup>6</sup> An \* indicates that no goal has been established because there was no under-representation based on use of the two Standard Deviation test of statistical significance (or the Exact Binomial test for job groups with 30 or fewer incumbents).

JOB GROUP	PERCENTAGE GOALS (EQUAL TO AVAILABILITY)		JOB GROUP	PERCENTAGE GOALS (EQUAL TO AVAILABILITY)	
	Female	Minorities		Female	Minorities
A208 Sr. Museum & Library Administrators	*	*	B201 Academic/Research Professionals	*	18.07
A209 Sr. Student Svcs./ Enrollment Mgmt Admin.	*	*	B202 Info. Tech./Data Mgmt. Professionals	*	*
A210 Sr. Athletic Administrators	*	*	B203 Dev./External Relations Professionals	73.90	*
A211 Head Coaches – Revenue Sports	*	*	B204 Health Professionals	*	*
A301 Academic/Research Administrators	*	*	B205 Financial/Contract Professionals	*	*
A302 Info. Tech./Data Mgmt. Administrators	*	*	B206 Administrative Professionals	*	*
A303 Dev./External Relations Administrators	*	*	B207 Program Professionals	*	*
A304 Health Services Administrators	*	*	B208 Museum & Library Professionals	*	*
A305 Financial/Contract Administrators	*	*	B209 Advising, Coun., & Other Stud. Svcs. Profs.	*	*
A306 Office Operations Administrators	*	*	B210 Assistant Athletic Coaches-Revenue Sports	35.73	*
A307 Program Administrators	*	*	B211 Assistant Athletic Coaches-Non-Rev. Sports	*	*
A308 Museum & Library Administrators	*	*	B212 Facilities, Bldg. & Grounds Professionals	*	*
A309 Student Svcs./ Enrollment Mgmt Admin.	*	*	B213 Compliance Professionals	*	*
A310 Athletic Administrators	*	*	B214 Human Resource Professionals	*	*
A311 Head Coaches – NonRevenue Sports	*	*	04A1 Clerical-Classified Office Specialist 2	93.19	*
A312 Food Service Management	*	*	04A2 Clerical-Classified Office Specialist 1	90.41	*
A313 Facilities, Buildings & Grounds Management	*	*	04A3 Clerical-Classified Assistants	*	16.60
A314 Event Management	*	*	04A4 Clerical-Classified Finance-Track	*	*
A315 Public Safety Management	*	*	04A5 Clerical-Classified Library	*	*
A316 PE/Recreation Management	*	*	05A1 Technical-Classified Health Care-Track	*	*
A317 Human Resource Administrators	*	*	05A2 Technical-Classified Child Care Workers	*	*
A318 Housing Coordinators	*	*	05A3 Technical-Classified Comp/Tech-Track	27.34	*
B101 Special Assistants & Advisers	*	*	05A4 Technical-Classified Accountants	70.48	*
B102 Sr. Info. Tech./Data Mgmt. Professionals	*	*	06A1 Classified Skilled-Craft Workers	*	14.68
B103 Sr. Dev./External Relations Professionals	*	*	07A1 Service/Maint. Food Handlers-Classified	*	*
B104 Sr. Health Professionals	*	*	07A2 Service/Maint. Custodian-Classified	*	*
B105 Sr. Compliance/ Legal Professionals	*	*	07A3 Service/Maint. Other-Classified	*	*

JOB GROUP	PERCENTAGE GOALS (EQUAL TO AVAILABILITY)		JOB GROUP	PERCENTAGE GOALS (EQUAL TO AVAILABILITY)	
	Female	Minorities		Female	Minorities
09A4 Temporary Skilled-Craft	*	*	09A5 Temporary Service/Maintenance	*	*
09A2 Temporary Technical/ParaProfess.	*	*	09A6 Temporary Non-Regular	62.28	*
09A3 Temporary Office Support	*	*	09A7 Temporary Retirement	*	*
09A4 Temporary Skilled-Craft	*	*			