

January 1, 2016

Affirmative Action Program for Protected Veterans and Individuals with Disabilities

This affirmative action program is effective from
January 1, 2016 - December 31, 2016



HARVARD
UNIVERSITY

Top U.S. Official: Drew Gilpin Faust, President

AA/EEO Official: Lisa Coleman, Chief Diversity Officer/Special Assistant to the
President

Confidentiality Statement

The material set forth in this program is deemed to be confidential commercial and financial data, the public disclosure of which could cause substantial competitive harm to Harvard University. All components of this program are deemed to constitute trade secrets, operations information, confidential statistical data and other confidential commercial and financial data within the meaning of the Freedom of Information Act (FOIA), 5 U.S.C. §552 *et. seq.*, Title VII of the Civil Rights Act of 1964, as amended, 42 U.S.C. §2000e *et. seq.*, the Trade Secrets Act, 18 U.S.C. §1905, and 44 U.S.C. §3508, the disclosure of which is prohibited by law and would subject the individual making the disclosure to criminal and/or civil sanctions. This material has not been disclosed to the public, and should not be, since such disclosure could cause substantial competitive harm to Harvard University. Therefore, in accordance with 29 C.F.R. §70.26(c) – (e), we expect that Harvard University will be notified in writing by any agency prior to disclosure of any request for information pertaining to all or any part of this program, and that Harvard University shall be given an opportunity to present its objection to disclosure.

In addition:

- No information contained in this Affirmative Action Program is to be copied, removed from the premises or released to other individuals without prior notification to Harvard University.
- All monitoring reports as required by federal regulations and laws have been completed. Reports that require specific data such as names of employees and salary information have not been included within the context of this plan. This information is on file at the University as documentation of supportive data reports.
- Employees and applicants who receive permission to see relevant portions of this Affirmative Action Program must treat the information contained therein as confidential and are not permitted to copy or remove information from Harvard's premises.

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I. Introduction: Affirmative Action Program for Individuals with Disabilities and Protected Veterans

This Affirmative Action Program (AAP) is designed to satisfy Harvard University's equal employment opportunity and affirmative action responsibilities under the (1) Vietnam Era Veterans' Readjustment Assistance Act of 1974 (VEVRAA), as amended, which requires that government contractors not discriminate against and take affirmative action to employ and advance in employment disabled veterans, recently separated veterans, active duty wartime or campaign badge veterans, and Armed Forces service medal veterans, and (2) Section 503 of the Rehabilitation Act of 1973, as amended, which requires that government contractors not discriminate against and take affirmative action to employ and advance in employment, qualified individuals with disabilities (IWDs). Separate AAPs for minorities and females have been adopted by Harvard University.

Harvard University has prepared this AAP to cover all applicants and employees. As described in detail in the program that follows, Harvard University has a continuing commitment to the practice and implemented action of this AAP.

II. Applicability of the Affirmative Action Program

Pursuant to the requirements under 41 C.F.R. §60-300.40-42, 41 C.F.R. §60-741.40-42, the AAP will be reviewed and updated on an annual basis.

Pursuant to the VEVRAA regulations, Harvard University solicits voluntary self-identification of protected veteran status both pre and post offer. Pursuant to Section 503, Harvard University solicits voluntary self-identification of disability status pre and post offer, and has also invited current employees to identify his or her disability status. In addition, the contractor will invite employees to participate in the self-identification process every five years thereafter, with at least one reminder during the intervening years. Harvard University maintains separation between self-identification data and other employee records, and the self-identification information is used only in accordance with VEVRAA, as amended, and Section 503, as amended, and their implementing regulations. Please reference *Appendix B* for a copy of the voluntary disability self-identification form.

The AAP, absent data metrics, is available for inspection by any employee or applicant for employment Monday through Friday during normal business hours at each establishment.

III. Affirmative Action Policy

Pursuant to the requirements under 41 C.F.R. §60-300.43(a) and 41 C.F.R. §60-741.43(a), Harvard University is reaffirming commitment to affirmative action and equal employment opportunity (AA/EEO), for all of its applicants and employees. Specifically, Harvard University does not discriminate because of physical or mental disability or status as protected veteran, and takes affirmative action to employ and advance in employment qualified IWDs and protected veterans at all levels of employment, including the executive level. Drew Gilpin Faust, President, fully supports Harvard University's AA/EEO policies. Lisa Coleman, Chief Diversity Officer/Special Assistant to the President, is responsible for implementing the AA/EEO activities.

IV. Contents of the Affirmative Action Program

A. Reaffirmation Statement of the University's Affirmative Action and Equal Opportunity Policy

The President and Fellows adopted the following statement reaffirming the University's policy concerning affirmative action and equal employment opportunity:

In their statements of November 3, 1969, and successive years, the President and Fellows of Harvard College emphasized the University's policy of affirmative action and equal employment opportunity. The President and Fellows take this occasion once again to reaffirm the University's policy.

Harvard University is committed to selecting faculty and staff without regard to race, color, sex, gender identity, sexual orientation, religion, creed, national origin, ancestry, age, protected veteran status, disability, genetic information, military service or other protected status. The President and Fellows of Harvard College call upon every member of the University involved in recruitment, hiring, and promotions to exert their best efforts to achieve the goals set forth in the current affirmative action plan. The President and Fellows call upon every member of the University to engage wholeheartedly in the effort to ensure a wholly nondiscriminatory process in all phases of employment, including, but not limited to, recruiting, employment, placement, upgrading, demotion or transfer, reduction of workforce and termination, rates of pay or other form of compensation, selection for training, and participation in all Harvard University-sponsored employee activities. Harvard also expects that outside agencies with which it contracts will comply with all applicable antidiscrimination laws.

Employees and applicants shall not be subjected to harassment or intimidation because they have: (1) filed a complaint; (2) assisted or participated in an investigation, compliance review, hearing or any other activity related to the administration of any federal, state, or local law requiring equal employment opportunity; (3) opposed any act or practice made unlawful by any federal, state, or local law requiring equal opportunity; or (4) exercised any other legal right protected by federal, state, or local law requiring equal opportunity.

Diversity within the University community advances the academic purposes of the University, and an affirmative action policy is essential to achieving such diversity. The University endorses the goals of equal employment opportunity and affirmative action as supportive of University values and of the values of a democratic and pluralistic society.

But simply adopting a policy of equal employment opportunity alone is insufficient. The University is also required to meet affirmative action program requirements established for contractors by the federal government and monitored by the Department of Labor. Such programs provide a mechanism for monitoring University personnel policies to

ensure equal employment, as well as a means for locating and eliminating any deficiencies in relevant areas of employment.

The Office of the Assistant to the President for Institutional Diversity and Equity provides a central focus and resource within the University for pursuing with determination our goals of equal employment opportunity. Under the direction of Lisa Coleman, the University's Chief Diversity Officer/Special Assistant to the President, the office serves as the University's liaison with the federal government in matters related to contract compliance concerning employment, coordinates the University's affirmative action programs, and provides oversight of their implementation throughout the University.

Harvard must and will maintain its commitment to the goals of affirmative action and equal employment opportunity. The President and Fellows of Harvard College request continuing cooperation at every level of the University toward implementing the University's policy.

Drew Gilpin Faust

B. Review of Personnel Processes

Harvard University has reviewed its personnel processes to ensure the careful, thorough, and systematic consideration of the job qualifications of applicants and employees who are known to be IWDs or protected veterans for job vacancies filled either by hiring or promotion, and for all training opportunities offered or available. Military records are used on a non-discriminating basis. Harvard University uses only those portions of military records, including discharge papers, which are relevant to the requirements of the opportunity in issue when considering a protected veteran for employment opportunities. Harvard University has reviewed its personnel processes to ensure these processes do not stereotype IWDs or protected veterans in a manner that limits their access to all jobs for which they are qualified. Harvard University periodically reviews its personnel processes and makes any necessary modifications to ensure that the obligations set forth in this paragraph will be carried out on an ongoing basis.

C. Physical and Mental Qualifications

Harvard University conducts a periodic review of its physical and mental job qualification standards to ensure that these qualifications are job-related and consistent with business necessity for the position(s) in question to the extent that qualifications tend to screen out or IWDs or qualified disabled veterans.

Job requirements are periodically reviewed to ensure they are job-related and consistent with business necessity and the safe performance of the job. In the event that Harvard University inquires into an applicant's or employee's physical or mental condition, or conducts a medical examination of an employee or applicant prior to employment, information obtained as a result will be collected and maintained on separate forms and in separate medical files apart from general personnel files, and will

be kept confidential except as otherwise provided by applicable regulations and the Americans with Disabilities Act (ADA), as amended. Medical information obtained through medical inquiries or examinations of employees or applicants shall not be used to discriminate against IWDs or protected veterans.

The contractor may use as a qualification standard the requirement that an individual be able to perform the essential functions of the position held or desired without posing a direct threat to the health or safety of the individual or others in the workplace. The contractor may use as a defense to an allegation of a violation that an individual poses a direct threat to the health or safety of the individual or others in the workplace.

D. Reasonable Accommodation to Physical and Mental Limitations

Harvard University will consider requests for reasonable accommodation to the known physical and mental limitations of an otherwise qualified IWD or disabled veteran employee or applicant, provided such accommodation does not result in an undue hardship to the operation of Harvard University's business. If an employee who is known to be an IWD or disabled veteran is having significant difficulty performing his or her job and it is reasonable to conclude that the performance problem may be related to the known disability, Harvard University will confidentially notify the employee of the performance problem and inquire whether the problem is related to the employee's disability. If the employee responds that it is indeed related, Harvard University will confidentially inquire as to whether the employee is in need of a reasonable accommodation.

Nothing shall relieve the contractor of its obligation to provide a reasonable accommodation for an individual when such an accommodation will enable the individual to perform the essential functions of the employment position such individual holds or desires, or when the accommodation will eliminate or reduce the direct threat to the health or safety of the individual or others posed by such individual, provided that such individual satisfies the requisite skill, experience, education, and other job-related requirements of such position.

E. Harassment

Harvard University has developed and implemented policies and procedures to ensure that its employees are not harassed because of their status as an IWD or protected veteran.

F. External Dissemination of Policy, Outreach, and Positive Recruitment

Harvard University has reviewed its employment practices to determine whether its personnel programs provide the required affirmative action for employment and advancement of IWDs and protected veterans. Harvard University has undertaken

appropriate outreach and positive recruitment activities which may include, but may not necessarily be limited to:

(1) Enlisting the assistance and support of recruiting sources (e.g., State employment security agencies, State vocational rehabilitation agencies or facilities, sheltered workshops, college placement officers, State education agencies, labor organizations and organizations of or for IWDs, Local Veterans' Employment Representative in the local employment service office, and Local veterans' groups and veterans' service centers near the Contractor's establishment.) for the contractor's commitment to provide meaningful employment opportunities to qualified individuals with disabilities.

(2) Conducting periodic audits to ensure that the AAP is being fully implemented. On an annual basis, Harvard University conducts a review of the outreach and recruitment efforts undertaken during the 12 month period prior to the review date in order to evaluate the effectiveness of those efforts in identifying and recruiting qualified IWDs and protected veterans. Harvard University documents the criteria through which the effectiveness of each outreach and recruitment effort is evaluated. Criteria used for the evaluation of effectiveness of outreach and recruitment efforts include but may not be limited to the data collected pursuant to 41 C.F.R. §60-300.44(k) and 41 C.F.R. §60-741.44(k) for the prior three year affirmative action plan cycles. It has been concluded that the totality of good faith efforts were effective.

(3) Disseminating AA/EEO policy information to all present employees, new hires, and job seekers for employment.

(4) Where appropriate, maintaining a viable program of positive outreach and recruitment activities with recruiting sources and educational institutions that participate in training of IWDs or protected veterans.

(5) Where appropriate, maintaining meaningful contacts with social service organizations in order to obtain advice, technical assistance, and referral of potential employees.

(6) Indicating that Harvard University is an equal opportunity employer in help wanted and promotional advertising.

(7) Sending written notifications of relevant obligations under VEVRAA, as amended, and Section 503, as amended, to all subcontractors, including subcontracting vendors and suppliers.

G. Internal Dissemination of Policy

Harvard University endeavors to promote understanding, acceptance and support for AA/EEO policies amongst employees (including executive, management, supervisory, and other employees). In order to ensure cooperation and participation of all employees

in carrying out required AA/EEO obligations relating to IWDs and protected veterans, Harvard University undertakes internal dissemination actions that may include but may not necessarily be limited to:

- (1) Including the AA/EEO policy in the company manual or otherwise makes available to employees.
- (2) Reviewing the AA/EEO policy with new employees during new employee orientation.
- (3) Where appropriate, including highlights of Harvard University's AA/EEO policy and practice in publications.
- (4) If appropriate, notifying union officials and/or employee representatives of Harvard University's AA/EEO policy and requests cooperation to increase employment opportunities for IWDs and protected veterans.
- (5) Holding meetings with management groups, as well as other employees, to achieve awareness and understanding of Harvard University's AA/EEO obligations.
- (6) Including Harvard University's AA/EEO policy in management training programs.
- (7) Posting a statement of Harvard University's AA/EEO policy on bulletin boards and providing the AA/EEO Policy in a manner accessible and understandable to IWDs and protected veterans.

H. Auditing and Reporting System

Harvard University has designed and implemented an audit and reporting system, monitored by Lisa Coleman, Chief Diversity Officer/Special Assistant to the President, which will accomplish the following:

- (1) Measure the effectiveness of Harvard University's AAP.
- (2) Indicate any need for remedial action.
- (3) Determine the degree to which Harvard University's objectives have been obtained.
- (4) Determine whether known disabled veterans, recently separated veterans, active duty wartime or campaign badge veterans, Armed Forces service medal veterans, and IWDs, have received the opportunity to participate in all Harvard University-sponsored educational, training, recreational, and social activities.
- (5) Measure Harvard University's compliance with specific AA/EEO obligations.

I. Responsibility for Implementation

Lisa Coleman, Chief Diversity Officer/Special Assistant to the President shall, among other things:

- (1) Identify problem areas in conjunction with the line management and known IWDs and protected veterans;
- (2) Monitor the effectiveness of the AAP;
- (3) Act as a liaison between Harvard University and organizations of and for IWDs and protected veterans;
- (4) Inform management of the latest developments in the affirmative action area on an ongoing basis;
- (5) Act as an internal adviser for any employees who are IWDs and protected veterans who feel as though they have been denied equal opportunity; and
- (6) Ensure that IWDs and protected veterans are offered equal opportunity to participate in all Harvard University-sponsored educational, training, and social activities.

Harvard University will provide Lisa Coleman, Chief Diversity Officer/Special Assistant to the President, with necessary top management support and staff, to manage the implementation of the AAP.

J. Training

Harvard University has trained personnel involved in the recruitment, screening, selection, promotion, disciplinary, and related processes on Harvard University's policies, practices, and procedures under this AAP to ensure that the program is fully implemented.

K. Data Collection Analysis

Pursuant to sections 41 C.F.R. §60-300.44(k) and 41 C.F.R. §60-741.44(k), Harvard University will annually document and maintain for 3 years the following data points pertaining to applicants and hires:

- (1) The number of applicants who self-identified as IWDs pursuant to 41 C.F.R. §60-741.42(a) or who are otherwise known to be IWDs and the number of applicants

who self-identified as protected veterans pursuant to 41 C.F.R. §60-300.42(a) or who are otherwise known as protected veterans;

- (2) The total number of job openings and total number of jobs filled;
- (3) The total number of applicants for all jobs;
- (4) The number of applicants with disabilities hired and the number of protected veteran applicants hired; and
- (5) The total number of applicants hired.

Pursuant to sections 41 C.F.R. §60-300.44(k) and 41 C.F.R. §60-741.44(k), Harvard University has undertaken this data collection requirement.

L. Utilization Goals (503)

In order to obtain a benchmark serving as an equal employment opportunity objective, Harvard University has established a 7% utilization goal within each job group for the employment of qualified IWD. Harvard University conducts an annual evaluation of the representation of employees within each job group who have identified as IWD pursuant to 41 C.F.R. §60-741.42(c).

In the event that the percentage of IWDs in one or more job groups is less than the 7% utilization goal, Harvard University will develop and execute action-oriented program for the purpose of addressing these areas. Additionally, Harvard University will take the necessary steps to determine whether and where barriers to equal employment opportunity may exist. Steps to take include, but are not necessarily limited to: personnel processes, the effectiveness of outreach and recruitment efforts and the results of the audit.

Pursuant to section 41 C.F.R. §60-741.45, Harvard University will conduct this utilization analysis requirement in the affirmative action plan.

M. Hiring Benchmark (VEVRAA)

For the purpose of measuring progress toward achieving equal employment opportunity for protected veterans, Harvard University has established a hiring benchmark pursuant to section 41 C.F.R. §60-300.45. Harvard University will, on an annual basis, establish a hiring benchmark equal to the national percentage of veterans in the civilian labor force published on the OFCCP website. Harvard University will keep the hiring benchmark records for three years. Pursuant to 41 C.F.R. §60-300.45, Harvard University has established a hiring benchmark.

V. Equal Opportunity Clause

Pursuant to the requirements under 41 C.F.R. §60-300.5 and 41 C.F.R. §60-741.5, Harvard University has included the equal opportunity clauses for IWDs and protected veterans in each of its covered contracts, subcontracts and purchase orders. The equal opportunity clauses will also be included in modifications, renewals or extensions, if not included in the original. As per the revised requirements effective March 24, 2014, where the equal opportunity clauses are incorporated by reference, the citation and associated required language appear in bold text. An example of this reference can be found in *Appendix C*.

VI. Listing of Employment Openings

Pursuant to the requirements under 41 C.F.R. §60-300.5, Harvard University requests priority referral of veterans for employment openings from appropriate state or local employment service delivery systems. Employment openings are listed with the appropriate service concurrently with other advertisements and postings, with the exception of executive and senior management positions, positions to be filled internally only, and positions lasting three days or less.

Harvard University requests the veterans employment representative in the appropriate offices of the state or local employment service, the appropriate regional offices of the Department of Veterans Affairs, veterans' counselors and coordinators on appropriate college campuses, the service officers of national veterans' groups, and local veterans' groups and veterans' service centers, to refer disabled veterans, recently separated veterans, active duty wartime or campaign badge veterans, or Armed Forces service medal veterans for consideration for job opportunities that might occur.

Harvard University will provide the appropriate employment service delivery system with the name and location of hiring locations within the state, along with the official responsible for hiring at the locations, and the contact information for any external job search organizations used such that the employment service delivery system representative may have a point of contact to verify information in the job listing and to send priority referrals. When this information changes, Harvard University will provide an updated listing to the affected employment service delivery system(s).

VII. Record Keeping

Pursuant to the requirements under 41 C.F.R. §60-300.80 and 41 C.F.R. §60-741.80, Harvard University maintains all personnel or employment records made or kept by Harvard University, for a period of two years from the date of the making of the record or the date of the personnel action involved, whichever occurs later. These records include the following:

- (1) Records relating to requests for reasonable accommodation;
- (2) Results of any physical examination;
- (3) Job advertisements and postings;
- (4) Applications and resumes;
- (5) Tests and test results;
- (6) Interview notes; and
- (7) Other records having to do with hiring, assignment, promotion, demotion, transfer, lay-off, termination, rates of pay or other terms of compensation, and selection for training or apprenticeship.

If Harvard University receives notice that a complaint of discrimination based on status as an IWD or protected veteran has been filed, that a compliance review under VEVRAA, as amended, or Section 503, as amended has been undertaken, or that an enforcement action under the laws has been initiated, Harvard University shall preserve all personnel records relevant to the complaint, compliance review, or enforcement action until final disposition of the complaint, compliance review, or enforcement action has been enacted.

Pursuant to Section 503 and VEVRAA regulations, the following records will be maintained for three years:

- (1) Evaluation of outreach and recruitment efforts required by 41 C.F.R. 60-300.44(f) and 41 C.F.R. 60-741.44(f)(4);
- (2) Data collection analysis required by 41 C.F.R. 60-300.44(k) and 41 C.F.R. 60-741.44(k); and
- (3) VEVRAA hiring benchmark required by 41 C.F.R. 60-300.45(c).

VIII. Appendices

A. Appendix A – Covered Military Campaigns, Wars, and Expeditions

Armed Forces Service Medal (AFSM) – AUTHORIZED OPERATIONS

The table below lists designated U.S. military operations that have been approved for award of the AFSM. The Military Departments are responsible for determining individual eligibility for approved AFSM operations and approved designated areas of eligibility. Please refer individual eligibility questions to your respective Military Department.

Operation / Task Force – Description	Inclusive Dates
MARITIME MONITOR – NATO maritime surveillance of cargo transported through the Adriatic Sea to the former Yugoslavia.	1 Jun 1992 - 1 Dec 1992
PROVIDE PROMISE – Multinational operation to support humanitarian relief activities in Bosnia-Herzegovina	2 Jun 1992 - 15 Feb 1996
DENY FLIGHT – NATO enforcement of the no-fly zone over Bosnia-Herzegovina.	12 Apr 1993 - 2 Dec 1995
SHARP GUARD – NATO maritime enforcement of UN embargo against the former Yugoslavia. U.S. participation was amended by the November 94 Nunn-Mitchell Act to exclude U.S. enforcement of the arms embargo against Bosnia. NATO enforcement actions ended in June 1996 and the operation was terminated in September 1996, following the lifting of the UN embargo and associated economic sanctions.	15 Jun 1993 - 20 Sep 1996
Task Force Able Sentry – Support to the UN Preventive Deployment force in the former Yugoslav Republic of Macedonia. Upon expiration of the UN mandate in February 1999, U.S. forces remained in place and were renamed Task Force Sabre, tasked to protect U.S. facilities and equipment. They were relieved in June 1999 by the U.S. National support element to KFOR-Task Force Falcon (Rear).	12 Jul 1993 - 31 Mar 1999
UPHOLD DECOMCRACY: 1) United Nations Mission Haiti; 2) U.S. Forces Haiti; and 3) U.S. Support Group Haiti	1 Apr 1995 - 31 Jan 2000
JOINT ENDEAVOR – NATO Implementation Force operation to implement the military aspects of the Dayton Peace Agreement in Bosnia-Herzegovina.	20 Nov 1995 - 19 Dec 1996
PROVIDE COMFORT – Combined Task Force to enforce the no-fly zone in northern Iraq above the 36th parallel and to support coalition humanitarian relief operations in northern Iraq.	1 Dec 1995 - 31 Dec 1996
JOINT GUARD – NATO Stabilization Force (SFOR) to deter resumption of hostilities and to stabilize the peace in Bosnia- Herzegovina in accordance with the Dayton Peace Accords (preceded by NATO Operation JOINT ENDEAVOR and followed by JOINT FORGE). Operations DELIBERATE GUARD and DETERMINED GUARD were the respective air and naval components	20 Dec 1996 - 20 Jun 1998

<p>JOINT FORGE – NATO SFOR follow-on force (FOF) providing a continued military presence to deter resumption of hostilities in Bosnia- Herzegovina and to contribute to a secure environment that will promote the re-establishment of civil authority in accordance with the Dayton Peace Accords. Operations DELIBERATE FORGE and DETERMINED FORGE are the respective air and naval components. The U.S. contribution to SFOR was Task Force Eagle.</p>	<p>21 Jun 1998 - 2 Dec 2004</p>
<p>Hurricane Relief – Hurricane Katrina and Hurricane Rita</p>	<p>27 Aug 2005 - 27 Feb 2006</p>
<p>JUMP START – National Guard forces deployed to Texas, New Mexico, Arizona, and California to assist the Department of Homeland Security with securing the southwest U.S. border.</p>	<p>15 May 2006 - 15 Jul 2008</p>
<p>UNIFIED RESPONSE – Service members deployed to provide relief assistance to the people of Haiti following a 7.0 magnitude earthquake on 12 Jan 2010.</p>	<p>14 Jan 2010 – 1 Jun 2010</p>

B. Appendix B – Voluntary Disability Self-Identification Form

Voluntary Self-Identification of Disability

Form CC-305
OMB Control Number 1250-0005
Expires 1/31/2017
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Why are you being asked to complete this form?

Because we do business with the government, we must reach out to, hire, and provide equal opportunity to qualified people with disabilities.¹ To help us measure how well we are doing, we are asking you to tell us if you have a disability or if you ever had a disability. Completing this form is voluntary, but we hope that you will choose to fill it out. If you are applying for a job, any answer you give will be kept private and will not be used against you in any way.

If you already work for us, your answer will not be used against you in any way. Because a person may become disabled at any time, we are required to ask all of our employees to update their information every five years. You may voluntarily self-identify as having a disability on this form without fear of any punishment because you did not identify as having a disability earlier.

How do I know if I have a disability?

You are considered to have a disability if you have a physical or mental impairment or medical condition that substantially limits a major life activity, or if you have a history or record of such an impairment or medical condition.

Disabilities include, but are not limited to:

- Blindness
- Autism
- Bipolar disorder
- Post-traumatic stress disorder (PTSD)
- Deafness
- Cerebral palsy
- Major depression
- Obsessive compulsive disorder
- Cancer
- HIV/AIDS
- Multiple sclerosis (MS)
- Impairments requiring the use of a wheelchair
- Diabetes
- Schizophrenia
- Missing limbs or partially missing limbs
- Intellectual disability (previously called mental retardation)
- Epilepsy
- Muscular dystrophy

Please check one of the boxes below.

- YES, I HAVE A DISABILITY (or previously had a disability)
- NO, I DON'T HAVE A DISABILITY
- I DON'T WISH TO ANSWER

Your Name

Today's Date

Voluntary Self-Identification of Disability

Form CC-305
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Expires 1/31/2017
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Reasonable Accommodation Notice

Federal law requires employers to provide reasonable accommodation to qualified individuals with disabilities. Please tell us if you require a reasonable accommodation to apply for a job or to perform your job. Examples of reasonable accommodation include making a change to the application process or work procedures, providing documents in an alternate format, using a sign language interpreter, or using specialized equipment.

¹ Section 503 of the Rehabilitation Act of 1973, as amended. For more information about this form or the equal employment obligations of Federal contractors, visit the U.S. Department of Labor's Office of Federal Contract Compliance Programs (OFCCP) website at www.dol.gov/ofccp.

PUBLIC BURDEN STATEMENT: According to the Paperwork Reduction Act of 1995 no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. This survey should take about 5 minutes to complete.

C. Appendix C – Example Subcontract and Purchase Order Clause

Option 1 – Separate paragraphs:

The parties shall comply with all Federal equal employment opportunity obligations under 41 CFR 60-1.4(a), 60-300.5 (a), 60-741.5(a) and federal labor law obligations under 29 CFR part 471, appendix A to subpart A.

This contractor and subcontractor shall abide by the requirements of 41 CFR 60–741.5(a). This regulation prohibits discrimination against qualified individuals on the basis of disability, and requires affirmative action by covered prime contractors and subcontractors to employ and advance in employment qualified individuals with disabilities.

This contractor and subcontractor shall abide by the requirements of 41 CFR 60–300.5(a). This regulation prohibits discrimination against qualified protected veterans, and requires affirmative action by covered prime contractors and subcontractors to employ and advance in employment qualified protected veterans.

Option 2 – Section 503 and VEVRAA Combined paragraphs:

The parties shall comply with all Federal equal employment opportunity obligations under 41 CFR 60-1.4(a), 60-300.5 (a), 60-741.5(a) and federal labor law obligations under 29 CFR part 471, appendix A to subpart A.

This contractor and subcontractor shall abide by the requirements of 41 CFR 60–300.5(a) and 60–741.5(a). These regulations prohibit discrimination against qualified protected veterans and qualified individuals on the basis of disability, and requires affirmative action by covered prime contractors and subcontractors to employ and advance in employment qualified protected veterans and qualified individuals with disabilities.

Option 3 – EO 11246, Section 503, and VEVRAA Combined paragraphs:

The parties shall comply with all Federal equal employment opportunity obligations under 41 CFR 60-1.4(a), 60-300.5 (a), 60-741.5(a) and federal labor law obligations under 29 CFR part 471, appendix A to subpart A.

This contractor and subcontractor shall abide by the requirements of 41 CFR 60-1.4(a), 60-300.5(a) and 60-741.5(a). These regulations prohibit discrimination against qualified individuals based on their status as protected veterans or individuals with disabilities, and prohibit discrimination against all individuals based on their race, color, religion, sex, sexual orientation, gender identity, or national origin. Moreover, these regulations require that covered prime contractors and subcontractors take affirmative action to employ and advance in employment individuals without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, protected veteran status or disability.

C. Appendix D – OFCCP Definitions

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

ARMED FORCES SERVICE MEDAL VETERAN means any veteran who, while serving on active duty in the U.S. military, ground, naval or air service, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985 (61 FR 1209). Please reference *Appendix A* for a list of covered military campaigns.

DIRECT THREAT means a significant risk of substantial harm to the health or safety of the individual or others that cannot be eliminated or reduced by reasonable accommodation. The determination that an individual with a disability poses a direct threat shall be based on an individualized assessment of the individual's present ability to perform safely the essential functions of the job. This assessment shall be based on a reasonable medical judgment that relies on the most current medical knowledge and/or on the best available objective evidence. In determining whether an individual would pose a direct threat, the factors to be considered include:

- (1) The duration of the risk;
- (2) The nature and severity of the potential harm;
- (3) The likelihood that the potential harm will occur; and
- (4) The imminence of the potential harm.

DISABILITY, with respect to an individual, means:

- (1) A physical or mental impairment that substantially limits one or more major life activities of such individual;
- (2) A record of such an impairment; or
- (3) Being regarded as having such an impairment.

The definition of "disability" must be construed in favor of broad coverage of individuals, to the maximum extent permitted by law. The question of whether an individual meets the definition under this part should not demand extensive analysis. An impairment that substantially limits one major life activity need not limit other major life activities in order to be considered a disability. An impairment that is episodic or in remission is a disability if it would substantially limit a major life activity when active.

DISABLED VETERAN under the Rehabilitation Act of 1973, as amended, and 41 C.F.R. §60-300.2, is defined as (1) a veteran of the U.S. military, ground, naval or air service who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Secretary of Veterans Affairs, or (2) a person who was discharged or released from active duty because of a service-connected disability.

ESSENTIAL FUNCTIONS means fundamental job duties of the employment position the individual with a disability holds or desires. The term essential functions does not include the marginal functions of the position. A job function may be considered essential for any of several reasons, including but not limited to the following:

- (1) The function may be essential because the reason the position exists is to perform that function;
- (2) The function may be essential because of the limited number of employees available among whom the performance of that job function can be distributed; and/or
- (3) The function may be highly specialized so that the incumbent in the position is hired for his or her expertise or ability to perform the particular function.

Evidence of whether a particular function is essential includes, but is not limited to:

- (1) The contractor's judgment as to which functions are essential;
- (2) Written job descriptions prepared before advertising or interviewing applicants for the job;
- (3) The amount of time spent on the job performing the function;
- (4) The consequences of not requiring the incumbent to perform the function;
- (5) The terms of a collective bargaining agreement;
- (6) The work experience of past incumbents in the job; and/or
- (7) The current work experience of incumbents in similar jobs.

MAJOR LIFE ACTIVITIES include, but are not limited to, caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, sitting, reaching, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, interacting with others, and working. A major life activity also includes the operation of a major bodily function, including, but not limited to, functions of the immune system, special sense organs and skin, normal cell growth, digestive, genitourinary, bowel, bladder, neurological, brain, respiratory, circulatory, cardiovascular, endocrine, hemic, lymphatic, musculoskeletal, and reproductive functions. The operation of a major bodily function includes the operation of an

individual organ within a body system. In determining other examples of major life activities, the term “major” shall not be interpreted strictly to create a demanding standard for disability. Whether an activity is a “major life activity” is not determined by reference to whether it is of “central importance to daily life.”

PHYSICAL OR MENTAL IMPAIRMENT means: Any physiological disorder, or condition, cosmetic disfigurement, or anatomical loss affecting one or more body systems such as neurological, musculoskeletal, special sense organs, respiratory (including speech organs), cardiovascular, reproductive, digestive, genitourinary, immune, circulatory, hemic, lymphatic, skin, and endocrine; or any mental or psychological disorder, such as an intellectual disability (formerly termed mental retardation), organic brain syndrome, emotional or mental illness, and specific learning disabilities.

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

QUALIFIED INDIVIDUAL means an individual who satisfies the requisite skill, experience, education, and other job-related requirements of the employment position such individual holds or desires, and who, with or without reasonable accommodation, can perform the essential functions of such position.

REASONABLE ACCOMMODATION means modifications or adjustments: to a job application process that enable a qualified applicant with a disability to be considered for the position such applicant desires;¹ or to the work environment, or to the manner or circumstances under which the position held or desired is customarily performed, that enable a qualified individual with a disability to perform the essential functions of that position; or that enable the contractor’s employee with a disability to enjoy equal benefits and privileges of employment as are enjoyed by the contractor’s other similarly situated employees without disabilities. Reasonable accommodation may include but is not limited to: making existing facilities used by employees readily accessible to and usable by individuals with disabilities; and job restructuring; part-time or modified work schedules; reassignment to a vacant position; acquisition or modifications of equipment or devices; appropriate adjustments or modifications of examinations, training materials, or policies; the provision of qualified readers or interpreters; and other similar accommodations for individuals with disabilities.

To determine the appropriate reasonable accommodation it may be necessary for the contractor to initiate an informal, interactive process with the qualified individual with a

¹A contractor’s duty to provide a reasonable accommodation with respect to applicants with disabilities is not limited to those who ultimately demonstrate that they are qualified to perform the job in issue. Applicants with disabilities must be provided a reasonable accommodation with respect to the application process if they are qualified with respect to that process (e.g., if they present themselves at the correct location and time to fill out an application).

disability in need of the accommodation.² This process should identify the precise limitations resulting from the disability and potential reasonable accommodations that could overcome those limitations. Individuals who meet the definition of “disability” solely under the “regarded as” prong of the definition of “disability” are not entitled to receive reasonable accommodation.

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

RECORD OF SUCH IMPAIRMENT means has a history of, or has been misclassified as having, a mental or physical impairment that substantially limits one or more major life activities. An individual shall be considered to have a record of a disability if the individual has a history of an impairment that substantially limited one or more major life activities when compared to most people in the general population, or was misclassified as having had such an impairment.

REGARDED AS HAVING SUCH AN IMPAIRMENT An individual is regarded as having such an impairment if the individual is subjected to an action prohibited under subpart B (Discrimination Prohibited) of Section 503 because of an actual or perceived physical or mental impairment, whether or not the impairment substantially limits or is perceived to substantially limit a major life activity. Prohibited actions include but are not limited to refusal to hire, demotion, placement on involuntary leave, termination, exclusion for failure to meet a qualification standard, harassment, or denial of any other term, condition, or privilege of employment. An individual is regarded as having such an impairment any time a contractor takes a prohibited action against the individual because of an actual or perceived impairment, even if the contractor asserts, or may or does ultimately establish a defense to such action. Establishing that an individual is regarded as having such an impairment does not, by itself, establish liability for unlawful discrimination in violation of this part. Such liability is established only when an individual proves that a contractor discriminated on the basis of disability as prohibited by this part. This section shall not apply to an impairment that is shown by the contractor to be transitory and minor. The contractor must demonstrate that the impairment is both “transitory” and “minor.” Whether the impairment at issue is or would be “transitory and “minor” is to be determined objectively. An impairment is transitory if it has an actual or expected duration of six months or less.

SUBSTANTIALLY LIMITS shall be construed broadly in favor of expansive coverage, to the maximum extent permitted by law. “Substantially limits” is not meant to be a demanding standard and should not demand extensive analysis.

(1) An impairment is substantially limiting if it substantially limits the ability of an individual to perform a major life activity as compared to most people in the general population. An impairment need not prevent, or significantly or severely restrict, the individual from performing a major life activity in order to be

² Before providing a reasonable accommodation, the contractor is strongly encouraged to verify with the IWD that the accommodation will effectively meet the individual’s needs.

considered “substantially limiting.” Nonetheless, not every impairment will constitute a disability.

(2) The comparison of an individual’s performance of a major life activity to the performance of the same major life activity by most people in the general population usually will not require scientific, medical, or statistical analysis. However, nothing in this section is intended to prohibit the presentation of scientific, medical, or statistical evidence to make such a comparison where appropriate.

(3) In determining whether an individual is substantially limited in a major life activity, it may be useful in appropriate cases to consider, as compared to most people in the general population, the condition under which the individual performs the major life activity; the manner in which the individual performs the major life activity; and/or the duration of time it takes the individual to perform the major life activity, or for which the individual can perform the major life activity. This may include consideration of facts such as the difficulty, effort, or time required to perform a major life activity; pain experienced when performing a major life activity; the length of time a major life activity can be performed; and/or the way an impairment affects the operation of a major bodily function.

The determination of whether an impairment substantially limits a major life activity shall be made without regard to the ameliorative effects of mitigating measures as defined in 41 C.F.R. §60-741.2(n), except that the ameliorative effects of the mitigating measures of ordinary eyeglasses or contact lenses shall be considered when determining whether an impairment substantially limits a major life activity. The non-ameliorative effects of mitigating measures, such as negative side effects of medication or burdens associated with following a particular treatment regimen, may be considered when determining whether an individual’s impairment substantially limits a major life activity.

In determining whether an individual is substantially limited the focus is on how a major life activity is substantially limited, and not on the outcomes an individual can achieve. For example, someone with a learning disability may achieve a high level of academic success, but may nevertheless be substantially limited in the major life activity of learning because of the additional time or effort he or she must spend to read, write, or learn compared to most people in the general population.

The determination of whether an impairment substantially limits a major life activity requires an individualized assessment. However, the principles set forth in this section are intended to provide for generous coverage through a framework that is predictable, consistent, and workable for all individuals and contractors with rights and responsibilities under this part. Therefore, the individualized assessment of some types of impairments will, in virtually all cases, result in a determination of coverage under 41 C.F.R. § 60-741.2(g)(1)(i) or (ii). Given their inherent nature, these types of impairments will, as a factual matter, virtually always be found to impose a substantial limitation on a major life activity. With respect to these types of impairments, the necessary

individualized assessment should be particularly simple and straightforward. Applying the principles set forth in this section it should easily be concluded that the following types of impairments will, at a minimum, substantially limit the major life activities indicated: deafness substantially limits hearing; blindness substantially limits seeing; an intellectual disability (formerly termed mental retardation) substantially limits brain function; partially or completely missing limbs or mobility impairments requiring the use of a wheelchair substantially limit musculoskeletal function; autism substantially limits brain function; cancer substantially limits normal cell growth; cerebral palsy substantially limits brain function; diabetes substantially limits endocrine function; epilepsy substantially limits neurological function; Human Immunodeficiency Virus (HIV) infection substantially limits immune function; multiple sclerosis (MS) substantially limits neurological function; muscular dystrophy substantially limits neurological function; and major depressive disorder, bipolar disorder, post-traumatic stress disorder (PTSD), obsessive compulsive disorder, and schizophrenia substantially limit brain function. The types of impairments described in this section may also substantially limit additional major life activities not explicitly listed above.

UNDUE HARDSHIP means, with respect to the provision of an accommodation, significant difficulty or expense incurred by the contractor, when considered in light of the factors set forth below. In determining whether an accommodation would impose an undue hardship on the contractor, factors to be considered include:

- (1) The nature and net cost of the accommodation needed, taking into consideration the availability of tax credits and deductions, and/or outside funding;
- (2) The overall financial resources of the facility or facilities involved in the provision of the reasonable accommodation, the number of persons employed at such facility, and the effect on expenses and resources;
- (3) The overall financial resources of the contractor, the overall size of the business of the contractor with respect to the number of its employees, and the number, type and location of its facilities;
- (4) The type of operation or operations of the contractor, including the composition, structure and functions of the work force of such contractor, and the geographic separateness and administrative or fiscal relationship of the facility or facilities in question to the contractor; and
- (5) The impact of the accommodation upon the operation of the facility, including the impact on the ability of other employees to perform their duties and the impact on the facility's ability to conduct business.