



# **Department of Community Colleges and Workforce Development**

**Affirmative Action Plan  
2007-2009 Biennium**

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**AFFIRMATIVE ACTION PLAN  
2007-2009 BIENNIUM**

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## **I. Description of Your Agency (Include Organizational Chart)**

The Department of Community Colleges and Workforce Development (CCWD) supports Oregon's strong education and workforce system, providing public stewardship and accountability to federal, state, and local partners. The goals of the agency are to:

- Provide leadership in shaping the education programs and workforce services that benefit individuals, businesses and communities in Oregon.
- Ensure a continuum of comprehensive learning opportunities that enable youth and adults to effectively contribute to our global society.
- Broaden sustainable public access to skills, knowledge and career opportunities.
- Foster innovation in instruction, service delivery and information collection and dissemination.
- Meet public stewardship and accountability expectations to federal, state, and local partners.

CCWD administers a broad array of programs and funds to increase the number of career-ready Oregonians with credentials, certificates, and degrees in occupations that are in local demand. In addition to the administration of programs and funding, the Department is working to integrate information from education and workforce partners to provide research, data, and evaluation for training, employment, and workforce development activities. Examples of these programs and funding sources are:

- Adult Basic Skills (Workforce Investment Act Title II, Adult Education and Family Literacy Act).
- Community College Support Fund (CCSF).
- General Education Development (GED) Testing.
- WorkSource Oregon One-Stop Centers' Programs and Services (Workforce Investment Act Title IB, Statewide and Local Workforce Investment Systems: Adult, Youth and Dislocated Worker).
- Oregon Youth Conservation Corps Programs (OYCC).
- Professional Technical Education, Post-Secondary (Carl D. Perkins Vocational and Technical Education Act).
- The Governor's Employer Workforce Training Fund (Workforce Investment Act Title IB).

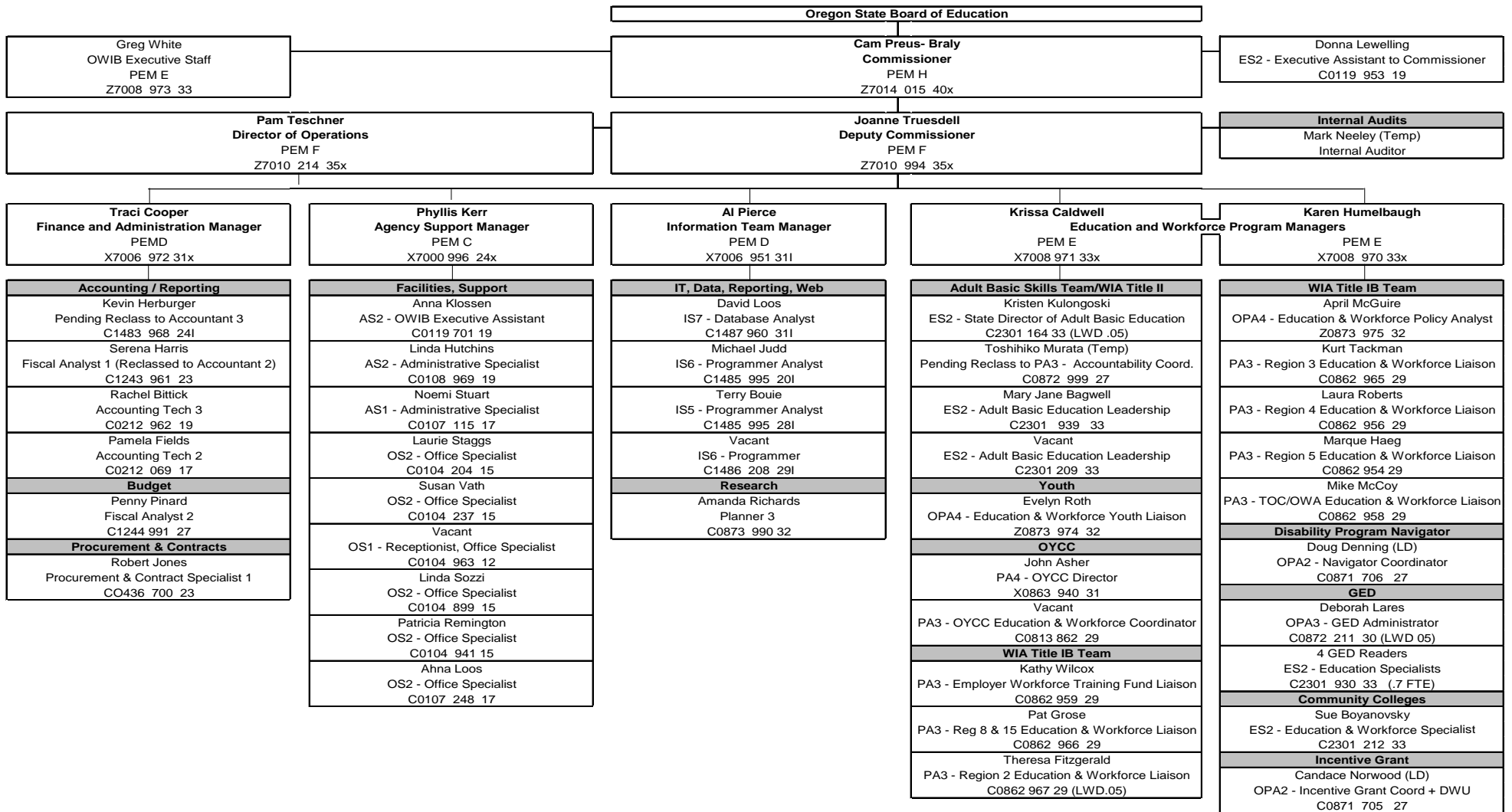
The Department supports its partnerships with workforce, education and businesses using the values of:

<b>Collaboration:</b>	Work together to resolve issues to meet state and local needs.
<b>Access:</b>	Assure that every Oregonian has access to training, education and learning opportunities.
<b>Respect:</b>	Value and seek all perspectives.
<b>Responsiveness:</b>	Respond in a timely manner to all partners' needs.
<b>Effectiveness:</b>	Develop, allocate and leverage resources and measure outcomes for effective service delivery.
<b>Support:</b>	Support local service delivery that contributes to statewide expectations and outcomes.

The Department provides support to the State Board of Education, Joint Boards of Education, and the Oregon Workforce Investment Board in their policy development across the education and workforce enterprise.

# A. Organization Chart

## Department of Community Colleges and Workforce Development Organization Chart 2005-07 Legislatively Approved Budget



## II. Affirmative Action Plan

### A. Agency Affirmative Action Policy: EEO/AA Policy Statement:

“The Oregon Department of Community Colleges and Workforce Development (CCWD) is committed to affirmative action and will implement the CCWD Affirmative Action plan to: (1) increase racial, ethnic, disabled and gender diversity of department staff; (2) increase awareness and competence of CCWD staff on issues of diversity; (3) develop and implement specific recruitment, selection and retention strategies designed to attract, hire and retain a diverse staff.”

### B. Status of Contracts to Minority Businesses (ORS 659A.015)

CCWD has three minority business contracts. These contracts are not currently registered with OMWESB Certified Firm(s) as a minority owned business (MBE). These contracts do include clients who are persons of color, disabled individuals or women owned small businesses. The contracts are: (1) Willis and Green, (2) DEV Mecca (3) Mecha (Female minority owned, disabled, Asian Vet and Native American)

Other recent contracts, personal services or supplies that show CCWD’s commitment to diversity are:

1. Contracts to Confederated Tribes of Grande Ronde for the total sum of \$36,707.00
2. Contract to Corporate Translation Services for translation of dislocated worker guides in the amount of \$6,000
3. Contract to Dmitriy Stukalov for interpreter services in the sum of \$1,000.00
4. Contract to Independent Living Resources for Braille transcription in the sum of \$40.00
5. Contract to Language Line Service Inc for phone translation service in the sum of \$300.00
6. Contract for learning disabilities workshop (Leslie Rubinstien) in the sum of \$325.
7. Contract through NW Survey and Data Services for Oregon Literacy services in the sum of \$14,588.

### C. Training, Education and Development Plan and Schedule:

#### 1. Staff:

- CCWD New Employee Orientation within first week of employment.
- CCWD All Staff Meeting annual EEO Presentation by Gabe Silva in May of 2006
- CCWD staff present diverse warm up exercises at All Staff meetings scheduled every two months. Some activities the past biennium include:
  - a. “Who wants to be a Citizen”; presented by our ABE/ESL team.
  - b. Disability/Difference activity led by Gabe Sylvia.

HR Manager attends meetings and other trainings pertaining to human resource and diversity. This biennial seminars, trainings and events include:

- OSPMA meetings/trainings
- Affirmative Action Workgroup
- Steve Hanamura seminar
- Lee Mun Wah seminar; Building Multicultural Alliances, June, 2006
- ADA 15<sup>th</sup> Anniversary Celebration for the Americans with Disabilities Act.
- The HR Manager debriefs agency Management Team at weekly Management Team Meetings.

2. Volunteers: No current volunteers
3. Providers: Oregon's 17 Community Colleges, 19 Adult basic Skills Programs and seven Local Workforce Partners receive training per college and board policy. EEO trainings are offered and provided by Oregon's Statewide Opportunity Coordinator, Gabe Silva, from Oregon Employment Department, one of CCWD's workforce partners.
4. Vendors: CCWD vendors are notified of CCWD's EEO policy via our electronic EEO clause.

#### D. Status of Cultural Competency Assessment/Implementation

CCWD is committed to the goals of enriching the diversity of the agency and increasing the level of cultural competency, both internally and throughout our customer and partner base.

Evidence of this commitment:

1. On January 28, 2005 OWIB Youth & Education Committee had a Cultural Competency Training Session presented by Anya Sekino, Oregon Commission on Children and Families.
2. In the 2007-2009 biennium, CCWD intends to conduct an agency Cultural Competency Assessment through a DAS contracted service. According to the Affirmative Action Workgroup, this contract has been initiated and will be available to agencies soon.

### III. Roles for Implementation of Affirmative Action Plan

#### A. Responsibilities and Accountabilities

1. Commissioner and Deputy Commissioner: direct and supervise all activities of the Department of Community Colleges and Workforce Development. The Commissioner reports to the State Board of Education annually, and biennially to the Legislative Ways and Means Committee, on the progress and outcomes of the Department's Affirmative Action Plan. The Deputy Commissioner directs agency affirmative action functions, ensuring agency plan, targets and goals are followed, implemented and achieved. The Deputy conducts all final interviews to ensure there is no intended or unintended bias.
2. Managers and Supervisors:
  - Foster and promote the importance of a diverse workforce free of discrimination and harassment to staff.
  - Ensure subordinates receive an orientation on the agency's affirmative action goals and responsibilities and understand their own responsibilities for helping promote diversity and a harassment free work environment
  - Work with CCWD HR Manager, following agency and State of Oregon procedures and rules in filling of vacancies.
  - Managers will be evaluated yearly to assess how well they foster a diverse workforce. Evaluation criteria will include:
    - Education of the agency workforce on diversity issues (i.e. training and communication).
    - Recruitment and selection efforts (recommendations for advertising or marketing open recruitments).
    - Retention (what the manager does to identify and ensure employees are provided appropriate tools for success).

3. Affirmative Action Officer:
  - This position will share the responsibility of educating and encouraging diversity through human resource activities including recruitment, interviewing, hiring and retention processes.
  - This position, in collaboration with the supervisor of the new employee, will ensure employees receive and engage in a thorough orientation to CCWD and to state government; this includes review of AA and EEO policy with employees during New Employee Orientation.
  - Responsible for scheduling of EEO/AA and ADA trainings for All Staff meetings, report CCWD EEO complaints log and reporting progress or areas needing improvement to management team members.
4. Staff:

In addition all staff is committed to being proactive in accomplishing the goals of the organization through a diversified, creative, skilled workforce that views their organization as an employer of choice; participating in diversity training at employee orientation and annual review of affirmative action policy, goals and statistics at annual EEO/AA all staff training.

#### **IV. 2005 – 2007**

##### **A. Accomplishments**

1. Disability Program Navigator (DPN) Program: The agency Navigator serves as an expert on workforce development issues and policies impacting individuals with disabilities who are seeking employment, skill development, job retention assistance, or career advancement through Oregon's One-Stop Career Center system. The Navigator develops linkages and collaborates on an ongoing basis with employers to facilitate job placements for employment support programs. The Navigator also serves as a resource to the workforce investment community and Local Navigators within their service area to ensure the availability of comprehensive knowledge on Federal, State, local and private programs that impact the ability of individuals with disabilities to enter and remain in the workforce. The Navigator facilitates universal access to the One-Stop system for individuals with disabilities.

The DPN grant was awarded to the Department of Community Colleges and Workforce Development (CCWD) and is jointly managed by CCWD and the Office of Vocational Rehabilitation Services (OVRs). CCWD has subcontracted with the seven Local Workforce Investment Areas (LWIAs) located throughout Oregon. There is one State Lead, an administrative position employed by CCWD, and ten Navigators employed by the LWIAs. From the inception of the program in July of 2004, through March of 2006, 2,458 referrals have been made to Navigators and Navigators have in turn made 3,781 client referrals to service providers/programs.

The Navigators have nurtured the relationships that were started as a result of the Workforce Investment Act and as a result of Oregon's strategic approach. Many relationships that previously existed have been strengthened. Examples are the working relationships between the Office of Vocational Rehabilitation Services (OVRs), WIA Title IB Service Providers, Oregon Employment Department

(OED) and the TANF and Food Stamp programs. Navigators have generated greater collaboration between local and state agencies. In some instances these relationships had previously never existed. Examples include: developing a relationship with the Oregon Business Leadership Network (OBLN), arranging for partners and customers to meet with benefits planners in both rural and metropolitan communities, including mental health and substance abuse providers in the workforce arena and sponsoring disability training and workshops for all agencies, businesses and community members.

Navigators have made great headway connecting One-Stop Career Center partners, staff and participants to the Youth Transition Program (YTP), Veteran's Administration, brokerages, faith based organizations and Goodwill and The Salvation Army.

2. Youth Programs:
  - Contributed grant funds for Mecha Conference (5K); Cultural Competency and Gender Specific Services.
  - Cultural Competency Training on January 28<sup>th</sup>, 2005, presented by Anya Sekino of Oregon Commission on Children and Families at the OWIB Youth and Education Committee.
  - Created and distributed a cultural competency resource list to youth stakeholders.
  - Continues an on-going dissemination of cultural competency materials and resources to Youth Committee and Youth provider e-mail lists.
3. CCWD Affirmative Action Subcommittee of the Governor's Affirmative Action Workgroup formed in 2005-07 biennium; this subcommittee consists of three management service employees and two classified staff. The commitment of the committee is to increase awareness and competence of CCWD staff on issues of diversity; through resources and coordinated trainings. This includes All Staff EEO/AA training by Gabe Syliva, State EOC, in May, 2006.
4. Recruitment: CCWD has expanded its "diversity network" of contacts and relationships with individuals, organizations and commissions dedicated to the advancement of diverse and minority populations; maintaining direct and regular interaction with these individuals and groups (i.e. OSPMA, AA Workgroup, Statewide HR manager meetings). Results of this network include:
  - Increased pool of diverse applicant's, diverse candidates for temporary and/or limited duration positions.
  - Identifying opportunities for internships and targeting diverse candidates at Oregon post secondary institutions, workforce agencies or area high schools (i.e. Promise Internship).
  - Pursues opportunities for CCWD management staff to mentor diverse students and adults through area high schools, post secondary schools, local businesses, Workforce Investment programs, Oregon Youth Conservation Corps. and other available statewide resources.
  - Distributes announcements to the DAS Diversity Coordinator, college placement centers and One-Stop Workforce Career Centers.
  - In attempts to foster a more diverse workplace, Affirmative Action Coordinator consults with hiring manager regarding possible placing announcement news papers throughout the state.



Additional accomplishments include:

- Intergovernmental agreement between CCWD and OED for Oversight services, in like kind, of EEO investigations if they arise.
- Intergovernmental agreement between CCWD and OED for shared administrative costs of Statewide EEO coordinator.

B. Progress made or lost since previous biennium: The affirmative action goals for the Department of Community Colleges are based on an analysis of employment patterns and practices, with particular attention given to representation/under-representation of women, people of color, and people with disabilities. An analysis of summary data provided by the Department of Administrative Services for the period 7/1/2005 through 9/30/2006, which weights the job group parity percentages based on the number of employees within each job group, reveals the following:

1. The agency's *gender representation* consists of 70% women and 30% men, constant from the July 1, 2005 baseline percentage. The agency continues to exceed parity in "Management/Professional" categories, and also exceeds parity in middle and lower salary ranges. The agency meets parity goals for women in the workforce.
2. The agency's representation of *people of color* is 15%, a 13% increase from the July 1, 2005 baseline percentage. People of color comprised 50% of the ten employees hired from July 1, 2005 through September 30, 2006. The increasing rate in appointments of people of color is an encouraging sign that the agency's recruitment efforts are moving in the right direction. Representation in the "Professionals" job group category continues to be an area where improvement is needed.
3. Representation of *people with disabilities* is 4%, an increase of 2% from the July 1, 2005 baseline percentage. Representation in the "Professionals" categories continues to be an area where improvement is possible.

## V. 2007 -2009

A. Goals and Action Plan: To increase diversity of our staff, CCWD is applying active strategies in alignment with ORS 243.305 Policy of affirmative action and fair and equal employment opportunities and advancement, CCWD's collective bargaining agreement and DAS recruitment policies and guidelines. Increasing workplace diversity and awareness efforts will include:

1. Improving the diversity representation of our current Workforce Diversity Subcommittee, dedicated to the advancement of diversity; recommending improvements in meeting affirmative action goals and better diversity within the agency.
  - CCWD's subcommittee will develop milestones and strategies to move the agency to meet statewide parity in diversity. CCWD's subcommittee will work toward accountability of advertising and hiring.
  - CCWD's subcommittee will perform a cultural assessment survey of the workplace to ensure that a friendly workplace environment exists. Subcommittee will make recommendations based on assessment.
2. Management staff will review diversity efforts monthly at Management Team meetings. The team will also review quarterly affirmative action reports in this forum. Items of diversity will be added to agenda.

3. Affirmative Action Coordinator, in collaboration with the Team and the Workforce Diversity Subcommittee, will facilitate racial, ethnic, and gender fairness and develop a training plan to educate and encourage diversity among:
  - Hiring managers:
    - To ensure there is no intended or unintended bias imbedded in required qualifications or in application or interview questions.
    - To heighten awareness of diversity issues, such as policies against discrimination, barriers in the hiring process, and workplace dynamics, for more effective recruitment, hiring and retention.
  - Classified staff:
    - To educate and encourage diversity among those who are hired or appointed so they may assist in identifying and removing barriers that hinder or prevent a diverse work environment.
    - Assign a peer mentor;
  - Affirmative Action Coordinator will ensure:
    - Employees receive and engage in a thorough orientation to CCWD's affirmative action policy, goals and employee's role in contributing to a diverse workforce free of harassment
    - Assign a peer mentor to new employee who will check in regularly and provide needed coaching.
    - Annual review, revision and adoption of the Plan by the Labor Management Committee and the management team.
    - Coordinate annual presentation and review of the plan at:
      - All-Staff meeting; additionally, CCWD will place a diversity related agenda item at All Staff meetings on a quarterly basis.
      - State Board of Education meeting.
    - Posting the Plan on the CCWD website.
    - Public announcement of the Plan and its availability on the web, to partners and state agency personnel.
    - The Commissioner will include the biennial affirmative action report information to the legislature as part of the regular Ways and Means presentation.

B. Strategies and time lines for implementation:

The cultural Assessment Survey will be conducted when the tool becomes available through DAS for agency use and CCWD can be placed in the queue. All other timelines are as listed in the goals section specified by area of responsibility. The plan will be posted to CCWD website upon approval of the plan from the Governor's Affirmative Action Office.

## VI. Appendix A

### A. Agency's Policy Documentation

1. Affirmative Action Policy 586-025
2. Americans with Disabilities Policy 586-016
3. Harassment-Free/Violence-Free Workplace Policy 586-007

In addition to these policies, CCWD places EEO statement on all recruitment announcements and outgoing correspondence.

#### **1. Affirmative Action; policy 586-025 (effective April 1, 2005):**

The Oregon Department of Community Colleges and Workforce Development (CCWD) is committed to the Affirmative Action Commitments and Targets (AACT) plan to: (1) increase racial, ethnic, disabled and gender diversity of department staff; (2) increase awareness and competence of CCWD staff on issues of diversity; (3) develop and implement specific recruitment, selection and retention strategies designed to attract, hire and retain a diverse staff.

#### **Purpose:**

CCWD will actively proclaim its commitment to affirmative action by promoting and implementing the AACT plan. Efforts will include:

- Annual review, revision and adoption of the AACT plan by the Labor Management Committee and management team;
- Annual review of the plan at an all-staff meeting;
- Posting the AACT plan on the CCWD Web site;
- An annual presentation or review of the AACT plan by the State Board of Education.

#### **Active Recruitment:**

CCWD's personnel director will pursue overt and aggressive recruitment strategies to include:

- The development of a "diversity network" of contacts and relationships with individuals, organizations and commissions dedicated to the advancement of diverse and minority populations;
- Direct and regular interaction with individuals and groups in the "diversity network";
- Active creation of opportunities to engage diverse staff;
- Target diverse candidates for temporary and/or limited duration positions;
- Identify opportunities for internships and target diverse candidates at Oregon institutions of higher education, workforce agencies or area high schools;
- Pursue opportunities for CCWD management staff to mentor diverse students and adults;
- Create a recruitment planning template including an affirmative action checklist, for use by the supervisor and selection committee responsible for filling a position;
- Provide support for supervisors and selection committees through the recruitment and selection processes;
- Distribute announcements to the DAS Diversity Coordinator, college placement centers and One-Stop Workforce Career Centers;
- Advertise in newspapers statewide and targeted publications serving diverse populations.

**Selection Process:**

CCWD's personnel director will assure that supervisors and selection committees will:

- Receive affirmative action training (or materials) appropriate for preparing selection process materials, and interviewing applicants;
- Work to assure there is no unintended bias imbedded in required qualifications or in application or interview questions.

**Retention Strategies:**

CCWD's personnel director, in collaboration with the supervisor of the new employee, will:

- Assure employees receive and engage in a thorough orientation to CCWD and to state government;
- Assign a peer mentor;
- Check in regularly and provided needed coaching and/or staff development opportunities.

**Applicability:**

- This policy applies to all recruitment activities of CCWD.
- CCWD's personnel director will report monthly to the CCWD management team to:
  - Identify specific actions to implement and utilize the AACT Plan;
  - Update the Management Team on status of affirmative action efforts and progress toward the achievement of the goal of a diverse staff.
- CCWD's personnel director will prepare, for the commissioner and EOC officer, a biennial affirmative action report including:
  - CCWD personnel diversity statistics;
  - Efforts to implement the elements of the AACT plan;
  - Suggested updates to the CCWD AACT plan for the upcoming biennium.
- The commissioner will include the biennial affirmative action report information to the Legislature as part of the regular Ways and Means presentation.

**Exceptions:**

- None.

**2. Reasonable Accommodations for People with Disabilities; policy 586-016 (effective March 12, 2005):**

American Disability Act (ADA) Web Links:

- a. American Disability Act Home Page: <http://www.usdoj.gov/crt/ada/adahom1.htm>
- b. ADA Law Updates: <http://www.usdoj.gov/crt/ada/new.htm>
- c. ADA Regulations: <http://www.usdoj.gov/crt/ada/publicat.htm>

**Policy:**

It is the policy of this agency to reasonably accommodate qualified individuals with disabilities. In accordance with the Americans with Disabilities Act, accommodations will be provided to qualified individuals with disabilities when such accommodations are directly related to performing the essential functions of a job, competing for a job, or to enjoy equal benefits and privileges of employment. This policy applies to all applicants, employees, and employees seeking promotional opportunities.

**Purpose:**

The Department of Community Colleges and Workforce Development is committed to the fair and equal employment of people with disabilities. Reasonable accommodation is the key to this non-discrimination policy. While many individuals with disabilities can work without accommodation, other qualified applicants and employees face barriers to employment without the accommodation process.

**Applicability:**

This policy applies to all employees of CCWD.

**Clarification:**

The policies stated here are not intended to be all-inclusive of the Americans With Disabilities Act. If this policy is found to be in conflict with state or federal law, those laws will supersede this policy.

For purposes of determining eligibility for a reasonable accommodation, a person with a disability is one who has a physical or mental impairment that materially or substantially limits one or more major life activities.

**Reasonable Accommodation:**

A reasonable accommodation is a modification or adjustment to a job, an employment practice, or the work environment that makes it possible for a qualified individual with a disability to enjoy an equal employment opportunity.

Examples of accommodations may include acquiring or modifying equipment or devices; modifying training materials; making facilities readily accessible; modifying work schedules; and reassignment to a vacant position.

Reasonable accommodation applies to three aspects of employment:

- a. To assure equal opportunity in the employment process;
- b. To enable a qualified individual with a disability to perform the essential functions of a job; and
- c. To enable an employee with a disability to enjoy equal benefits and privileges of employment.

**Qualified Individuals with Disabilities:**

Title II of the Americans with Disabilities Act provides comprehensive civil rights protections for "qualified individuals with disabilities." An "individual with a disability" is a person who --

- a. Has a physical or mental impairment that substantially limits a "major life activity"; **or**
- b. Has a record of such an impairment; or
- c. Is regarded as having such impairment.

Examples of physical or mental impairments include, but are not limited to, such contagious and non contagious diseases and conditions as orthopedic, visual, speech, and hearing impairments; cerebral palsy, epilepsy, muscular dystrophy, multiple sclerosis, cancer, heart disease, diabetes, mental retardation, emotional illness, specific learning disabilities, HIV disease, tuberculosis, drug addiction, and alcoholism.

Homosexuality and bisexuality are not physical or mental impairments under the ADA.

"Major life activities" include functions such as caring for oneself, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning, and working.

Individuals who currently engage in the illegal use of drugs are not protected by the ADA when an action is taken on the basis of their current illegal use of drugs.

**Communications:**

State and local governments must ensure effective communication with individuals with disabilities.

Where necessary to ensure that communications with individuals with hearing, vision, or speech impairments are as effective as communications with others, the public entity must provide appropriate auxiliary aids.

"Auxiliary aids" include such services or devices as qualified interpreters, assistive listening headsets, television captioning and decoders, telecommunications devices for deaf persons (TDD's), videotext displays, readers, taped texts, Brailled materials, and large print materials. A public entity may not charge an individual with a disability for the use of an auxiliary aid.

Telephone emergency services, including 911 services, must provide direct access to individuals with speech or hearing impairments.

Public entities are not required to provide auxiliary aids that would result in a fundamental alteration in the nature of a service, program, or activity or in undue financial and administrative burdens. However, public entities must still furnish another auxiliary aid, if available, that does not result in a fundamental alteration or undue burdens.

A list of local vendors that provide auxiliary formats are located at: [ADA Compliance Vendor for Braille & alternative formats.doc](#) (CCWD / CCWD Procedures Manual / Individual Procedures / Miscellaneous / ADA Compliance Vendor for Braille & alternative formats.doc)

**Exceptions:**

Exceptions are made on a case-by-case basis in compliance with court rulings.

**3. Harassment-free/Violence-Free Workplace; Policy 586-007 (effective March 12th, 2003)**

**Policy:**

**Discrimination:** It is the policy of the Department of Community Colleges and Workforce Development to provide a work environment free from unlawful discrimination on the basis of race, color, religion, sex, marital status, national origin, disability, age, or any other factor employers are prohibited by law from considering when making employment decisions. This policy applies to all matters relating to hiring, firing, transfer, promotion, benefits, compensation, and other terms and conditions of employment.

Each employee has a responsibility to participate in maintaining a safe working environment.

**Workplace Harassment:**

It is also the policy of the agency that all employees, customers, clients, contractors and visitors to the work site enjoy a positive, respectful and productive work environment, free from behavior, actions or language that constitute workplace harassment.

**Penalties:**

Discriminatory conduct in violation of this policy and workplace harassment will not be tolerated. Any member of the staff found to have engaged in discriminatory conduct or workplace harassment will be subject to disciplinary action up to and including dismissal. Managers and supervisors who know or should have known of workplace harassment behavior and who fail to report such behavior or fail to take prompt, appropriate, corrective action, will be subject to disciplinary action up to and including dismissal.

**Purpose:**

To reaffirm that it is the policy of the agency to prohibit discrimination and all forms of workplace harassment; to clarify conduct that constitutes workplace harassment; and to provide an effective complaint procedure for employees who believe they have been the victims of prohibited conduct. This policy is intended to protect employees of whatever stature, customers or clients of the agency, contractors and visitors to the work site.

**Applicability:**

This policy applies to all employees and agents of CCWD.

**Clarification:**

Workplace harassment is a form of treatment or behavior occurring at work, which to a reasonable person is considered intimidating, hostile, threatening, violent, abusive or offensive and such conduct is prohibited by this policy. It may, but need not always be, based on any of the factors listed in the discrimination section of this policy. It may also encompass other forms of hostile, intimidating, threatening, humiliating, or violent behavior that is not necessarily illegal, but is nonetheless prohibited by this policy.

Sexual harassment is a form of workplace harassment. Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical behavior of a sexual nature when:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or is used as a basis for any employment decision (granting leave request, promotion, favorable performance appraisal, etc.);  
or
2. Such conduct is unwelcome and has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

Workplace harassment can sometimes be a violation of law as well as a violation of this policy. Unlawful workplace harassment may consist of verbal or physical behavior which relates to any of the factors listed in the discrimination section of this policy when such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

Workplace harassment can also be verbal or physical behavior which is derogatory, abusive, disparaging, "bullying," threatening or disrespectful, even if unrelated to a legally protected status.

To aid employees in identifying prohibited behavior, the following specific examples of workplace harassment are provided (it should be understood that the examples are not meant to be all-inclusive):

- unwelcome touching of a personal nature, which can encompass leaning over, cornering or pinching;
- sexual innuendoes, teasing and other sexual talk such as jokes, personal inquiries, persistent unwanted courting and sexist put-downs or insults;
- slurs and jokes about any of the classes listed in the discrimination section of this policy;
- displays of explicit or offensive calendars, posters, pictures, drawings or cartoons which reflect disparagingly upon a class of persons or a particular person;
- disparaging, derogatory or disrespectful comments even if unrelated to the items referenced in the discrimination section of this policy; or
- loud, angry outbursts or obscenities directed toward another employee, a customer, contractor, or visitor in the workplace.

**Non-retaliation:**

This policy prohibits retaliation against employees who bring harassment charges or assist in investigating charges, or who report harassing behavior directed at persons other than the employee. This policy also prohibits retaliation against employees who complain that they are the victims of employment related discrimination. Any employee found to have engaged in retaliatory action or behavior will be subject to discipline, up to and including dismissal.

**Complainant's responsibility:**

People who feel harassed have a responsibility to state that they feel harassed and request that the behavior be stopped.

**Grievance/Complaint Procedure:**

For workplace harassment: Any employee who is subject to or is aware of workplace harassment should report that information immediately to agency management. The report may be made orally or in writing to the employee's immediate supervisor or to a higher management staff member if the employee prefers. In the alternative, the report may be given to an assistant commissioner. (Note: Incidents involving violence, threats of violence or other matters deemed substantial by a supervisor shall be reported immediately to an assistant commissioner.) Employees may report to any of the persons listed above and need not observe any particular chain of command. If the



complainant desires, an investigation shall be conducted according to the investigation portion of this policy. If an investigation is not requested, the supervisor and employee shall document the incident.

For discrimination complaints: Any employee who believes that employment-related discrimination was directed toward him/her by a member or representative of agency management may file a complaint with an assistant commissioner. The complaint should be written unless the complainant, due to disability, is unable to file a written complaint. The complaint should be filed with the agency within 30 calendar days of the alleged act.

Complaints shall include the name of the complainant, the name of the person(s) alleged to have engaged in the prohibited conduct, a specific and detailed description of the conduct that the employee believes is discriminatory, and a description of the relief requested. An investigation shall be conducted according to the investigation section of this policy.

**Investigation:** The recipient of the complaint shall promptly forward it to an assistant commissioner for investigation. All staff can be assured that such complaints will be taken seriously and will be investigated and dealt with as discreetly as possible. The complainant will be provided a written response outlining the results of the investigation within 15 calendar days of receipt of the complaint. If additional time is needed for investigating the allegations or to issue a report of the findings, the complainant shall be notified in writing.

Nothing in this process precludes any person from filing a formal grievance in accordance with a collective bargaining agreement or with the Bureau of Labor and Industries or the Equal Employment Opportunity Commission.

**Exceptions:**

- None

## **VII. Appendix B**

### **A. Age Discrimination**

The Age Discrimination in Employment Act of 1967 (ADEA) protects individuals who are 40 years of age or older from employment discrimination based on age. The ADEA's protections apply to both employees and job applicants. Under the ADEA, it is unlawful to discriminate against a person because of his/her age with respect to any term, condition, or privilege of employment, including hiring, firing, promotion, layoff, compensation, benefits, job assignments, and training.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on age or for filing an age discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under the ADEA.

The ADEA applies to employers with 20 or more employees, including state and local governments. It also applies to employment agencies and labor organizations, as well as to the federal government. ADEA protections include:

#### Apprenticeship Programs

It is generally unlawful for apprenticeship programs, including joint labor-management apprenticeship programs, to discriminate on the basis of an individual's age. Age limitations in apprenticeship programs are valid only if they fall within certain specific exceptions under the ADEA or if the EEOC grants a specific exemption.

#### Job Notices and Advertisements

The ADEA generally makes it unlawful to include age preferences, limitations, or specifications in job notices or advertisements. A job notice or advertisement may specify an age limit only in the rare circumstances where age is shown to be a "bona fide occupational qualification" (BFOQ) reasonably necessary to the normal operation of the business.

#### Pre-Employment Inquiries

The ADEA does not specifically prohibit an employer from asking an applicant's age or date of birth. However, because such inquiries may deter older workers from applying for employment or may otherwise indicate possible intent to discriminate based on age, requests for age information will be closely scrutinized to make sure that the inquiry was made for a lawful purpose, rather than for a purpose prohibited by the ADEA.

#### Benefits

The Older Workers Benefit Protection Act of 1990 (OWBPA) amended the ADEA to specifically prohibit employers from denying benefits to older employees. Congress recognized that the cost of providing certain benefits to older workers is greater than the cost of providing those same benefits to younger workers, and that those greater costs would create a disincentive to hire older workers. Therefore, in limited circumstances, an employer may be permitted to reduce benefits based on age, as long as the cost of providing the reduced benefits to older workers is the same as the cost of providing benefits to younger workers.

#### Waivers of ADEA Rights

An employer may ask an employee to waive his/her rights or claims under the ADEA either in the settlement of an ADEA administrative or court claim or in connection with an exit incentive program or other employment termination program. However, the ADEA, as amended by OWBPA, sets out specific minimum standards that must be met in order for a waiver to be considered knowing and voluntary and, therefore, valid. Among other requirements, a valid ADEA waiver must:

1. be in writing and be understandable;
  2. specifically refer to ADEA rights or claims;
  3. not waive rights or claims that may arise in the future;
  4. be in exchange for valuable consideration;
  5. advise the individual in writing to consult an attorney before signing the waiver;
- and

6. provide the individual at least 21 days to consider the agreement and at least seven days to revoke the agreement after signing it.

If an employer requests an ADEA waiver in connection with an exit incentive program or other employment termination program, the minimum requirements for a valid waiver are more extensive.

## Statistics

In Fiscal Year 2005, EEOC received 16,585 charges of age discrimination. EEOC resolved 14,076 age discrimination charges in FY 2005 and recovered \$77.7 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

### Charge Statistics: Age Discrimination

#### B. Disability Discrimination

Title I of the Americans with Disabilities Act of 1990 prohibits private employers, state and local governments, employment agencies and labor unions from discriminating against qualified individuals with disabilities in job application procedures, hiring, firing, advancement, compensation, job training, and other terms, conditions, and privileges of employment. The ADA covers employers with 15 or more employees, including state and local governments. It also applies to employment agencies and to labor organizations. The ADA's nondiscrimination standards also apply to federal sector employees under section 501 of the Rehabilitation Act, as amended, and its implementing rules.

An individual with a disability is a person who:

Has a physical or mental impairment that substantially limits one or more major life activities;

Has a record of such an impairment; or

Is regarded as having such an impairment.

A qualified employee or applicant with a disability is an individual who, with or without reasonable accommodation, can perform the essential functions of the job in question.

Reasonable accommodation may include, but is not limited to:

Making existing facilities used by employees readily accessible to and usable by persons with disabilities.

Job restructuring, modifying work schedules, reassignment to a vacant position;

Acquiring or modifying equipment or devices, adjusting or modifying examinations, training materials, or policies, and providing qualified readers or interpreters.

An employer is required to make a reasonable accommodation to the known disability of a qualified applicant or employee if it would not impose an "undue hardship" on the operation of

the employer's business. Undue hardship is defined as an action requiring significant difficulty or expense when considered in light of factors such as an employer's size, financial resources, and the nature and structure of its operation.

An employer is not required to lower quality or production standards to make an accommodation; nor is an employer obligated to provide personal use items such as glasses or hearing aids.

Title I of the ADA also covers:

#### Medical Examinations and Inquiries

Employers may not ask job applicants about the existence, nature, or severity of a disability. Applicants may be asked about their ability to perform specific job functions. A job offer may be conditioned on the results of a medical examination, but only if the examination is required for all entering employees in similar jobs. Medical examinations of employees must be job related and consistent with the employer's business needs.

#### Drug and Alcohol Abuse

Employees and applicants currently engaging in the illegal use of drugs are not covered by the ADA when an employer acts on the basis of such use. Tests for illegal drugs are not subject to the ADA's restrictions on medical examinations. Employers may hold illegal drug users and alcoholics to the same performance standards as other employees.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on disability or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under the ADA.

#### Statistics

In Fiscal Year 2005, EEOC received 14,893 charges of disability discrimination. EEOC resolved 15,357 disability discrimination charges in FY 2005 and recovered \$44.8 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

#### Americans With Disabilities Act Charges

##### C. Equal Pay and Compensation Discrimination

The right of employees to be free from discrimination in their compensation is protected under several federal laws, including the following enforced by the U.S. Equal Employment Opportunity Commission (EEOC): the Equal Pay Act of 1963, Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act of 1967, and Title I of the Americans with Disabilities Act of 1990.

The Equal Pay Act requires that men and women be given equal pay for equal work in the same establishment. The jobs need not be identical, but they must be substantially equal. It is job content, not job titles, that determines whether jobs are substantially equal. Specifically, the EPA provides:

Employers may not pay unequal wages to men and women who perform jobs that require substantially equal skill, effort and responsibility, and that are performed under similar working conditions within the same establishment. Each of these factors is summarized below:

**Skill** - Measured by factors such as the experience, ability, education, and training required to perform the job. The key issue is what skills are required for the job, not what skills the individual employees may have. For example, two bookkeeping jobs could be considered equal under the EPA even if one of the job holders has a master's degree in physics, since that degree would not be required for the job.

**Effort** - The amount of physical or mental exertion needed to perform the job. For example, suppose that men and women work side by side on a line assembling machine parts. The person at the end of the line must also lift the assembled product as he or she completes the work and place it on a board. That job requires more effort than the other assembly line jobs if the extra effort of lifting the assembled product off the line is substantial and is a regular part of the job. As a result, it would not be a violation to pay that person more, regardless of whether the job is held by a man or a woman.

**Responsibility** - The degree of accountability required in performing the job. For example, a salesperson who is delegated the duty of determining whether to accept customers' personal checks has more responsibility than other salespeople. On the other hand, a minor difference in responsibility, such as turning out the lights at the end of the day, would not justify a pay differential.

**Working Conditions** - This encompasses two factors: (1) physical surroundings like temperature, fumes, and ventilation; and (2) hazards.

**Establishment** - The prohibition against compensation discrimination under the EPA applies only to jobs within an establishment. An establishment is a distinct physical place of business rather than an entire business or enterprise consisting of several places of business. However, in some circumstances, physically separate places of business should be treated as one establishment. For example, if a central administrative unit hires employees, sets their compensation, and assigns them to work locations, the separate work sites can be considered part of one establishment.

Pay differentials are permitted when they are based on seniority, merit, quantity or quality of production, or a factor other than sex. These are known as "affirmative defenses" and it is the employer's burden to prove that they apply.

In correcting a pay differential, no employee's pay may be reduced. Instead, the pay of the lower paid employee(s) must be increased.

#### Title VII, ADEA, and ADA

Title VII, the ADEA, and the ADA prohibit compensation discrimination on the basis of race, color, religion, sex, national origin, age, or disability. Unlike the EPA, there is no requirement under Title VII, the ADEA, or the ADA that the claimant's job be substantially equal to that of a higher paid person outside the claimant's protected class, nor do these statutes require the claimant to work in the same establishment as a comparator.

Compensation discrimination under Title VII, the ADEA, or the ADA can occur in a variety of forms. For example:

An employer pays an employee with a disability less than similarly situated employees without disabilities and the employer's explanation (if any) does not satisfactorily account for the differential.

A discriminatory compensation system has been discontinued but still has lingering discriminatory effects on present salaries. For example, if an employer has a compensation policy or practice that pays Hispanics lower salaries than other employees, the employer must not only adopt a new non-discriminatory compensation policy, it also must affirmatively eradicate salary disparities that began prior to the adoption of the new policy and make the victims whole.

An employer sets the compensation for jobs predominately held by, for example, women or African-Americans below that suggested by the employer's job evaluation study, while the pay for jobs predominately held by men or whites is consistent with the level suggested by the job evaluation study.

An employer maintains a neutral compensation policy or practice that has an adverse impact on employees in a protected class and cannot be justified as job-related and consistent with business necessity. For example, if an employer provides extra compensation to employees who are the "head of household," i.e., married with dependents and the primary financial contributor to the household, the practice may have an unlawful disparate impact on women.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on compensation or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under Title VII, ADEA, ADA or the Equal Pay Act.

## Statistics

In Fiscal Year 2005, EEOC received 970 charges of compensation discrimination. EEOC resolved 889 compensation discrimination charges in FY 2005 and recovered \$3.1 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

### Charge Statistics: Equal Pay Act

## Other Resources

Here are some links to other sources of information about compensation discrimination. Please be aware that, consistent with the EEOC's general [disclaimer](#) statement, the EEOC does not control or guarantee the accuracy or completeness of this outside information, and references to the sites below are not intended to reflect their importance or an endorsement of any views expressed or products or services offered.

## Department of Labor's Office of Federal Contract Compliance Programs

- [Equal Pay and the Department of Labor](#)
- [Best Compensation Practices](#)
- [Analyzing Compensation Data: A Guide to Three Approaches](#)

## Department of Labor's Women's Bureau

- [Ten Steps to An Equal Pay Self-Audit for Employers](#)
- [Working Women's Equal Pay Checklist](#)
- [Women's Bureau Fair Pay Clearinghouse](#)

## [Department of Labor's Wage and Hour Division](#)

## [Employment Litigation Section of the Civil Rights Division of the Department of Justice](#)

### D. National Origin Discrimination

Whether an employee or job applicant's ancestry is Mexican, Ukrainian, Filipino, Arab, American Indian, or any other nationality, he or she is entitled to the same employment opportunities as anyone else. EEOC enforces the federal prohibition against national origin discrimination in employment under Title VII of the Civil Rights Act of 1964, which covers employers with fifteen (15) or more employees.

"With American society growing increasingly diverse, protection against national origin discrimination is vital to the right of workers to compete for jobs on a level playing field," said EEOC Chair Cari M. Dominguez, [announcing the issuance of recent guidance](#) on national origin discrimination. "Immigrants have long been an asset to the American workforce. This is more true than ever in today's increasingly global economy. Recent world events, including the events of September 11, 2001, only add to the need for employers to be vigilant in ensuring a workplace free from discrimination."

#### About National Origin Discrimination

National origin discrimination means treating someone less favorably because he or she comes from a particular place, because of his or her ethnicity or accent, or because it is believed that he or she has a particular ethnic background. National origin discrimination also means treating someone less favorably at work because of marriage or other association with someone of a particular nationality. Examples of violations covered under Title VII include:

#### [Employment Decisions](#)

Title VII prohibits any employment decision, including recruitment, hiring, and firing or layoffs, based on national origin.

#### [Harassment](#)

Title VII prohibits offensive conduct, such as ethnic slurs, that creates a hostile work environment based on national origin. Employers are required to take appropriate steps to

prevent and correct unlawful harassment. Likewise, employees are responsible for reporting harassment at an early stage to prevent its escalation.

### Language

- Accent discrimination  
An employer may not base a decision on an employee's foreign accent unless the accent materially interferes with job performance.
- English fluency  
A fluency requirement is only permissible if required for the effective performance of the position for which it is imposed.
- English-only rules  
English-only rules must be adopted for nondiscriminatory reasons. An English-only rule may be used if it is needed to promote the safe or efficient operation of the employer's business.

### Coverage of foreign nationals

Title VII and the other antidiscrimination laws prohibit discrimination against individuals employed in the United States, regardless of citizenship. However, relief may be limited if an individual does not have work authorization.

### Statistics

In Fiscal Year 2005, EEOC received 8,035 charges of national origin discrimination. Including charges from previous years, 8,319 charges were resolved, and monetary benefits for charging parties totaled \$19.4 million (not including monetary benefits obtained through litigation).

### E. Pregnancy Discrimination

The Pregnancy Discrimination Act is an amendment to Title VII of the Civil Rights Act of 1964. Discrimination on the basis of pregnancy, childbirth, or related medical conditions constitutes unlawful sex discrimination under Title VII, which covers employers with 15 or more employees, including state and local governments. Title VII also applies to employment agencies and to labor organizations, as well as to the federal government. Women who are pregnant or affected by related conditions must be treated in the same manner as other applicants or employees with similar abilities or limitations.

Title VII's pregnancy-related protections include:

#### Hiring

An employer cannot refuse to hire a pregnant woman because of her pregnancy, because of a pregnancy-related condition or because of the prejudices of co-workers, clients, or customers.

#### Pregnancy and Maternity Leave



An employer may not single out pregnancy-related conditions for special procedures to determine an employee's ability to work. However, if an employer requires its employees to submit a doctor's statement concerning their inability to work before granting leave or paying sick benefits, the employer may require employees affected by pregnancy-related conditions to submit such statements.

If an employee is temporarily unable to perform her job due to pregnancy, the employer must treat her the same as any other temporarily disabled employee. For example, if the employer allows temporarily disabled employees to modify tasks, perform alternative assignments or take disability leave or leave without pay, the employer also must allow an employee who is temporarily disabled due to pregnancy to do the same.

Pregnant employees must be permitted to work as long as they are able to perform their jobs. If an employee has been absent from work as a result of a pregnancy-related condition and recovers, her employer may not require her to remain on leave until the baby's birth. An employer also may not have a rule that prohibits an employee from returning to work for a predetermined length of time after childbirth.

Employers must hold open a job for a pregnancy-related absence the same length of time jobs are held open for employees on sick or disability leave.

#### Health Insurance

Any health insurance provided by an employer must cover expenses for pregnancy-related conditions on the same basis as costs for other medical conditions. Health insurance for expenses arising from abortion is not required, except where the life of the mother is endangered.

Pregnancy-related expenses should be reimbursed exactly as those incurred for other medical conditions, whether payment is on a fixed basis or a percentage of reasonable-and-customary-charge basis.

The amounts payable by the insurance provider can be limited only to the same extent as amounts payable for other conditions. No additional, increased, or larger deductible can be imposed.

Employers must provide the same level of health benefits for spouses of male employees as they do for spouses of female employees.

#### Fringe Benefits

Pregnancy-related benefits cannot be limited to married employees. In an all-female workforce or job classification, benefits must be provided for pregnancy-related conditions if benefits are provided for other medical conditions.

If an employer provides any benefits to workers on leave, the employer must provide the same benefits for those on leave for pregnancy-related conditions.

Employees with pregnancy-related disabilities must be treated the same as other temporarily disabled employees for accrual and crediting of seniority, vacation calculation, pay increases, and temporary disability benefits.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on pregnancy or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under Title VII.

## Statistics

In Fiscal Year 2005, EEOC received 4,449 charges of pregnancy-based discrimination. EEOC resolved 4,321 pregnancy discrimination charges in FY 2005 and recovered \$11.6 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

### F. Race/Color Discrimination

Title VII of the Civil Rights Act of 1964 protects individuals against employment discrimination on the bases of race and color, as well as national origin, sex, and religion. Title VII applies to employers with 15 or more employees, including state and local governments. It also applies to employment agencies and to labor organizations, as well as to the federal government.

Equal employment opportunity cannot be denied any person because of his/her racial group or perceived racial group, his/her race-linked characteristics (e.g., hair texture, color, facial features), or because of his/her marriage to or association with someone of a particular race or color. Title VII also prohibits employment decisions based on stereotypes and assumptions about abilities, traits, or the performance of individuals of certain racial groups. Title VII's prohibitions apply regardless of whether the discrimination is directed at Whites, Blacks, Asians, Latinos, Arabs, Native Americans, Native Hawaiians and Pacific Islanders, multi-racial individuals, or persons of any other race, color, or ethnicity.

It is unlawful to discriminate against any individual in regard to recruiting, hiring and promotion, transfer, work assignments, performance measurements, the work environment, job training, discipline and discharge, wages and benefits, or any other term, condition, or privilege of employment. Title VII prohibits not only intentional discrimination, but also neutral job policies that disproportionately affect persons of a certain race or color and that are not related to the job and the needs of the business. Employers should adopt "best practices" to reduce the likelihood of discrimination and to address impediments to equal employment opportunity.

Title VII's protections include:

#### Recruiting, Hiring, and Advancement

Job requirements must be uniformly and consistently applied to persons of all races and colors. Even if a job requirement is applied consistently, if it is not important for job performance or business needs, the requirement may be found unlawful if it excludes persons of a certain racial group or color significantly more than others. Examples of potentially unlawful practices include: (1) soliciting applications only from sources in which all or most potential workers are of the same race or color; (2) requiring applicants

to have a certain educational background that is not important for job performance or business needs; (3) testing applicants for knowledge, skills or abilities that are not important for job performance or business needs.

Employers may legitimately need information about their employees or applicants race for affirmative action purposes and/or to track applicant flow. One way to obtain racial information and simultaneously guard against discriminatory selection is for employers to use separate forms or otherwise keep the information about an applicant's race separate from the application. In that way, the employer can capture the information it needs but ensure that it is not used in the selection decision.

Unless the information is for such a legitimate purpose, pre-employment questions about race can suggest that race will be used as a basis for making selection decisions. If the information is used in the selection decision and members of particular racial groups are excluded from employment, the inquiries can constitute evidence of discrimination.

#### Harassment/Hostile Work Environment

Title VII prohibits offensive conduct, such as racial or ethnic slurs, racial "jokes," derogatory comments, or other verbal or physical conduct based on an individual's race/color. The conduct has to be unwelcome and offensive, and has to be severe or pervasive. Employers are required to take appropriate steps to prevent and correct unlawful harassment. Likewise, employees are responsible for reporting harassment at an early stage to prevent its escalation.

#### Compensation and Other Employment Terms, Conditions, and Privileges

Title VII prohibits discrimination in compensation and other terms, conditions, and privileges of employment. Thus, race or color discrimination may not be the basis for differences in pay or benefits, work assignments, performance evaluations, training, discipline or discharge, or any other area of employment.

#### Segregation and Classification of Employees

Title VII is violated where employees who belong to a protected group are segregated by physically isolating them from other employees or from customer contact. In addition, employers may not assign employees according to race or color. For example, Title VII prohibits assigning primarily African-Americans to predominantly African-American establishments or geographic areas. It is also illegal to exclude members of one group from particular positions or to group or categorize employees or jobs so that certain jobs are generally held by members of a certain protected group. Coding applications/resumes to designate an applicant's race, by either an employer or employment agency, constitutes evidence of discrimination where people of a certain race or color are excluded from employment or from certain positions.

#### Retaliation

Employees have a right to be free from retaliation for their opposition to discrimination or their participation in an EEOC proceeding by filing a charge, testifying, assisting, or otherwise participating in an agency proceeding.

#### Statistics

In fiscal year 2005, EEOC received 26,740 charges of race discrimination. EEOC resolved 27,411 race charges in FY 2005, and recovered \$76.5 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

## G. Religious Discrimination

Title VII of the Civil Rights Act of 1964 prohibits employers from discriminating against individuals because of their religion in hiring, firing, and other terms and conditions of employment. Title VII covers employers with 15 or more employees, including state and local governments. It also applies to employment agencies and to labor organizations, as well as to the federal government.

Under Title VII:

Employers may not treat employees or applicants more or less favorably because of their religious beliefs or practices - except to the extent a religious accommodation is warranted. For example, an employer may not refuse to hire individuals of a certain religion, may not impose stricter promotion requirements for persons of a certain religion, and may not impose more or different work requirements on an employee because of that employee's religious beliefs or practices.

Employees cannot be forced to participate -- or not participate -- in a religious activity as a condition of employment.

Employers must reasonably accommodate employees' sincerely held religious practices unless doing so would impose an undue hardship on the employer. A reasonable religious accommodation is any adjustment to the work environment that will allow the employee to practice his religion. An employer might accommodate an employee's religious beliefs or practices by allowing: flexible scheduling, voluntary substitutions or swaps, job reassignments and lateral transfers, modification of grooming requirements and other workplace practices, policies and/or procedures.

An employer is not required to accommodate an employee's religious beliefs and practices if doing so would impose an undue hardship on the employers' legitimate business interests. An employer can show undue hardship if accommodating an employee's religious practices requires more than ordinary administrative costs, diminishes efficiency in other jobs, infringes on other employees' job rights or benefits, impairs workplace safety, causes co-workers to carry the accommodated employee's share of potentially hazardous or burdensome work, or if the proposed accommodation conflicts with another law or regulation.

Employers must permit employees to engage in religious expression, unless the religious expression would impose an undue hardship on the employer. Generally, an employer may not place more restrictions on religious expression than on other forms of expression that have a comparable effect on workplace efficiency.

Employers must take steps to prevent religious harassment of their employees. An employer can reduce the chance that employees will engage unlawful religious harassment by implementing an anti-harassment policy and having an effective procedure for reporting, investigating and correcting harassing conduct.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on religion or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under Title VII.

## Statistics

In Fiscal Year 2005, EEOC received 2,340 charges of religious discrimination. EEOC resolved 2,352 religious discrimination charges and recovered \$6.1 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

## H. Retaliation

An employer may not fire, demote, harass or otherwise "retaliate" against an individual for filing a charge of discrimination, participating in a discrimination proceeding, or otherwise opposing discrimination. The same laws that prohibit discrimination based on race, color, sex, religion, national origin, age, and disability, as well as wage differences between men and women performing substantially equal work, also prohibit retaliation against individuals who oppose unlawful discrimination or participate in an employment discrimination proceeding.

In addition to the protections against retaliation that are included in all of the laws enforced by EEOC, the Americans with Disabilities Act (ADA) also protects individuals from coercion, intimidation, threat, harassment, or interference in their exercise of their own rights or their encouragement of someone else's exercise of rights granted by the ADA.

There are three main terms that are used to describe retaliation. Retaliation occurs when an employer, employment agency, or labor organization takes an adverse action against a covered individual because he or she engaged in a protected activity. These three terms are described below.

### Adverse Action

An adverse action is an action taken to try to keep someone from opposing a discriminatory practice, or from participating in an employment discrimination proceeding. Examples of adverse actions include:

- employment actions such as termination, refusal to hire, and denial of promotion,
- other actions affecting employment such as threats, unjustified negative evaluations, unjustified negative references, or increased surveillance, and
- any other action such as an assault or unfounded civil or criminal charges that are likely to deter reasonable people from pursuing their rights.

Adverse actions do not include petty slights and annoyances, such as stray negative comments in an otherwise positive or neutral evaluation, "snubbing" a colleague, or negative comments that are justified by an employee's poor work performance or history.

Even if the prior protected activity alleged wrongdoing by a different employer, retaliatory adverse actions are unlawful. For example, it is unlawful for a worker's current employer to retaliate against him for pursuing an EEO charge against a former employer.

Of course, employees are not excused from continuing to perform their jobs or follow their company's legitimate workplace rules just because they have filed a complaint with the EEOC or opposed discrimination.

For more information about adverse actions, see EEOC's Compliance Manual Section 8, Chapter II, Part D.

## Covered Individuals

Covered individuals are people who have opposed unlawful practices, participated in proceedings, or requested accommodations related to employment discrimination based on race, color, sex, religion, national origin, age, or disability. Individuals who have a close association with someone who has engaged in such protected activity also are covered individuals. For example, it is illegal to terminate an employee because his spouse participated in employment discrimination litigation.

Individuals who have brought attention to violations of law other than employment discrimination are NOT covered individuals for purposes of anti-discrimination retaliation laws. For example, "whistleblowers" who raise ethical, financial, or other concerns unrelated to employment discrimination are not protected by the EEOC enforced laws.

## Protected Activity

Protected activity includes:

Opposition to a practice believed to be unlawful discrimination

Opposition is informing an employer that you believe that he/she is engaging in prohibited discrimination. Opposition is protected from retaliation as long as it is based on a reasonable, good-faith belief that the complained of practice violates anti-discrimination law; and the manner of the opposition is reasonable.

Examples of protected opposition include:

Complaining to anyone about alleged discrimination against oneself or others;

Threatening to file a charge of discrimination;

Picketing in opposition to discrimination; or

Refusing to obey an order reasonably believed to be discriminatory.

Examples of activities that are NOT protected opposition include:

Actions that interfere with job performance so as to render the employee ineffective; or

Unlawful activities such as acts or threats of violence.

Participation in an employment discrimination proceeding.

Participation means taking part in an employment discrimination proceeding. Participation is protected activity even if the proceeding involved claims that ultimately were found to be invalid. Examples of participation include:

Filing a charge of employment discrimination;

Cooperating with an internal investigation of alleged discriminatory practices; or

Serving as a witness in an EEO investigation or litigation.

A protected activity can also include requesting a reasonable accommodation based on religion or disability.

For more information about Protected Activities, see EEOC's Compliance Manual, Section 8, Chapter II, Part B - Opposition and Part C - Participation.

## Statistics

In Fiscal Year 2004, EEOC received 22,740 charges of retaliation discrimination based on all statutes enforced by EEOC. The EEOC resolved 24,751 retaliation charges in 2004, more than were filed during the course of the Fiscal Year, and recovered more than \$90 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

### I. Sex-Based Discrimination

Title VII of the Civil Rights Act of 1964 protects individuals against employment discrimination on the basis of sex as well as race, color, national origin, and religion. Title VII applies to employers with 15 or more employees, including state and local governments. It also applies to employment agencies and to labor organizations, as well as to the federal government.

It is unlawful to discriminate against any employee or applicant for employment because of his/her sex in regard to hiring, termination, promotion, compensation, job training, or any other term, condition, or privilege of employment. Title VII also prohibits employment decisions based on stereotypes and assumptions about abilities, traits, or the performance of individuals on the basis of sex. Title VII prohibits both intentional discrimination and neutral job policies that disproportionately exclude individuals on the basis of sex and that are not job related.

Title VII's prohibitions against sex-based discrimination also cover:

#### Sexual Harassment

This includes practices ranging from direct requests for sexual favors to workplace

conditions that create a hostile environment for persons of either gender, including same sex harassment.

#### Pregnancy Based Discrimination

Title VII was amended by the Pregnancy Discrimination Act, which prohibits discrimination on the basis of pregnancy, childbirth and related medical conditions.

The Equal Pay Act of 1963 requires that men and women be given equal pay for equal work in the same establishment. The jobs need not be identical, but they must be substantially equal. Title VII also prohibits compensation discrimination on the basis of sex. Unlike the Equal Pay Act, however, Title VII does not require that the claimant's job be substantially equal to that of a higher paid person of the opposite sex or require the claimant to work in the same establishment.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on sex or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under Title VII.

#### Statistics

In Fiscal Year 2005, EEOC received 23,094 charges of sex-based discrimination. EEOC resolved 23,743 sex discrimination charges in FY 2005 and recovered \$91.3 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

#### J. Sexual Harassment

Sexual harassment is a form of sex discrimination that violates Title VII of the Civil Rights Act of 1964. Title VII applies to employers with 15 or more employees, including state and local governments. It also applies to employment agencies and to labor organizations, as well as to the federal government.

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when this conduct explicitly or implicitly affects an individual's employment, unreasonably interferes with an individual's work performance, or creates an intimidating, hostile, or offensive work environment.

Sexual harassment can occur in a variety of circumstances, including but not limited to the following:

The victim as well as the harasser may be a woman or a man. The victim does not have to be of the opposite sex.

The harasser can be the victim's supervisor, an agent of the employer, a supervisor in another area, a co-worker, or a non-employee.

The victim does not have to be the person harassed but could be anyone affected by the offensive conduct.



Unlawful sexual harassment may occur without economic injury to or discharge of the victim.

The harasser's conduct must be unwelcome.

It is helpful for the victim to inform the harasser directly that the conduct is unwelcome and must stop. The victim should use any employer complaint mechanism or grievance system available.

When investigating allegations of sexual harassment, EEOC looks at the whole record: the circumstances, such as the nature of the sexual advances, and the context in which the alleged incidents occurred. A determination on the allegations is made from the facts on a case-by-case basis.

Prevention is the best tool to eliminate sexual harassment in the workplace. Employers are encouraged to take steps necessary to prevent sexual harassment from occurring. They should clearly communicate to employees that sexual harassment will not be tolerated. They can do so by providing sexual harassment training to their employees and by establishing an effective complaint or grievance process and taking immediate and appropriate action when an employee complains.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on sex or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under Title VII.

## Statistics

In Fiscal Year 2005, EEOC received 12,679 charges of sexual harassment. 14.3% of those charges were filed by males. EEOC resolved 12,859 sexual harassment charges in FY 2004 and recovered \$47.9 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

### Charge Statistics: Sexual Harassment

#### Trends in Harassment Charges Filed With The EEOC During the 1980s and 1990s