



EASTERN OREGON
UNIVERSITY

Dr. Dixie Lund, President
One University Blvd.
La Grande, OR 97850
(541) 962-3512

**Affirmative Action Plan
2009 – 2011 Biennium**

Eastern Oregon University

**Affirmative Action Plan
2009-2011 Biennium**

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EASTERN OREGON UNIVERSITY

Office of the President

August 15, 2008

Enclosed is the 2009-11 Biennium Affirmative Action Plan for Eastern Oregon University.

Eastern Oregon University's Affirmative Action Plan (AAP) has been developed to (1) prohibit discrimination on the basis of age, color, disability, gender identity or expression, national origin, race, religion, sex, sexual orientation, veteran status, and mental or physical disability; and (2) establish a commitment to employ women, people of color, persons with disabilities, and veterans in underutilized positions. The AAP is in accordance with federal and state laws, regulations, and executive orders and will be made available for review upon request.

Inquiries about the Affirmative Action Plan can be addressed to Stephen Jenkins, Affirmative Action Officer, Student Life Center HUB 111, Eastern Oregon University, La Grande, OR 97850 or call (541) 962-3553.

Sincerely,

Dixie Lund
President

Oregon's Selective Undergraduate University

II. Description of Agency

A. Mission, What We Do, and Overall Goals

Eastern Oregon University (EOU) serves as an educational, cultural and scholarly center in La Grande, Oregon. Founded in 1929, EOU is the only four-year university situated in a remarkable mountain setting in the eastern part of the state. EOU is a student-centered university and its success is measured by the achievements of its graduates. The personal attention students receive is enhanced by the small size of the campus.

In 2004 EOU celebrated its 75th anniversary, commemorating the day the university first opened its doors as Eastern Oregon Normal School, a college for teachers. The establishment of the university was the realization of a dream for many, bringing greater access to higher education in the eastern part of the state. Today enrollment has grown from fewer than 100 students to more than 3,000, but the average class size remains at about 20 students.

EOU's reach has extended beyond the immediate region with a nationally recognized distance education program. Centers provide extended learning opportunities to students throughout the state and beyond, and whether a student is an Oregon resident or not, all undergraduates at EOU pay the same in-state tuition.

EOU has recently undergone a reorganization process streamlining services to students and reducing costs across campus. Through this reorganization, the principle that students come first has remained forefront in the minds of faculty and staff.

Student inquiry at EOU is guided through high-quality, integrated liberal arts and professional programs, leading to responsible and reflective action in an ever-changing world. By participating in undergraduate research, internships and cooperative opportunities, international experiences and community service, EOU graduates leave prepared to succeed in today's global environment.

Agency Director: Dr. Dixie Lund, President
Eastern Oregon University
One University Blvd.
La Grande, OR 97850
(541) 962-3512

Governor's Policy Advisor: James Sager

Affirmative Action Representative: Stephen Jenkins, Director of Housing and
Student Life, Affirmative Action Officer

(541) 962-3553

Organizational Charts included in Appendix C.

III. Affirmative Action Plan

A. Affirmative Action Policy

Eastern Oregon University is an Affirmative Action/Equal Opportunity employer. Discrimination on the grounds of race, color, religion, national origin, age (except as provided by Oregon law), or sex (except where sex is a bonafide occupational qualification), will not exist in any area, activity, or operation of the University. Actions including, but not limited to, employment, compensation, transfer, training, or promotion will be based solely on merit and fitness.

Nondiscrimination requires the elimination of all existing discriminatory conditions, whether purposeful or inadvertent. The University through its Human Resources Office will carefully and systematically examine all of its employment policies to be sure that they do not, if implemented as stated, operate to the detriment of any persons on grounds of race, color, religion, sex, national origin, or age.

Consistent with constitutional and statutory limitations, affirmative action permits the University to make efforts to recruit, employ and promote qualified members of groups formerly excluded, even if that exclusion cannot be traced to particular discriminatory actions on the part of the employer. The premise of the affirmative action concept is that unless positive action is undertaken to overcome the effects of unintended forms of exclusion and discrimination, benign neutrality in employment practices will tend to perpetuate old, established patterns and thereby we will fail to make truly merit based decisions.

As a reminder to the recruiters and interviewers of academic applicants to remain continually alert to the concept behind the affirmative action and nondiscrimination policies of the University, a check sheet has been devised for their use. A supply of these sheets will be furnished by the Affirmative Action Officer to the Deans of the Schools prior to the recruiting and interviewing of candidates for a specific position within the Schools.

As an institution of higher education, we are all responsible for compliance with recognized affirmative action and nondiscrimination practices as summarized above, and as set forth in Executive Order 11246, Office for Civil Rights, Department of Health, Education and Welfare.

A.1 Affirmative Action for Equal Employment Opportunity

The Governor's Executive Order directs all state hiring authorities to establish affirmative action programs within their agency. These programs will assure equal employment opportunity for all persons, regardless of race, color,

national origin, religion, sex, age, sexual preference, mental or physical disability and to promote employment opportunities for minorities and women. The affirmative action program will affect all employment and personnel practices including recruiting, hiring, transfers, promotions, fringe benefits, and all other conditions of employment.

A.2 Rehabilitation Act of 1973

Eastern Oregon University is concerned with making all programs accessible as outlined in Section 504 of the Rehabilitation Act of 1973. The basic objective is stated as follows:

"No qualified handicapped person shall, on the basis of handicap, be excluded from participation in, denied the benefits of, or otherwise be subjected to discrimination under any program or activities of the University."

Any employee or potential employee needing accommodations should contact the Human Resources Office for assistance. Students should contact Disability Services for assistance.

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

Eastern Oregon University is committed to ensuring that minority, women and merging small businesses participate in contracts for goods and services. EOU is in the process of implementing OAR 580-040-0292 which outlines the commitment of increased opportunities and the business practice of not contracting with vendors that discriminate and is as follows:

Oregon University System OAR 580-040-0292

Affirmative Action; General Policy

(1) The general policy of OUS and its institutions shall be to expand economic opportunities for Minority Business Enterprises, Women Business Enterprises and Emerging Small Businesses by offering the contracting and subcontracting opportunities available through OUS and institution contracts. Notice of all contract and bid request solicitations using the formal process outlined in OAR 580-040-0225 shall be provided to the Advocate for Minority, Women and Emerging Small Business and the Oregon Department of Administrative Services for the Oregon Opportunity Register and Clearinghouse when any other solicitation is sent.

(2) OUS shall not knowingly contract with or procure goods or services from any organization, business entity or individual that discriminates on the basis of age, disability, national origin, race, marital status, religion, sex or sexual orientation.

(3) Bidders and proposers shall certify, as part of the bid or proposal documents accompanying the bid or proposal on a public contract, that such bidder or proposer has not discriminated against minority, women or emerging small business enterprises in obtaining any required subcontracts.

Personal Services/Goods & Services Contract Awards

EOU utilizes the OUS retainer list for Personal Services/Goods for contracts less than \$5000. The Chancellor's Office, serving as the coordinating office for the system, contracts with a limited variety of vendors for services. The majority of contracts are for consultant services concerning areas of strategic planning, finance and legal services. For the remainder of contracts, the Chancellor's Office utilizes contracts that have been competitively procured by OUS institutions or the Department of Administrative Services through the Oregon Cooperative Procurement Program. The Chancellor's Office also serves as the facilitating office when system-wide contracts are needed.

Requests for Proposals (RFPs) with values equal to or greater than \$5000 are subject to a competitive procurement process. A notice of opportunity is published in the Oregonian, East Oregonian, DAS' ORPIN system, and often in many regional newspapers such as the La Grande Observer. Other publications may be utilized such depending on the pool of vendors is required for a specialized service.

For construction contract services less than \$500,000 EOU utilizes the OUS retainer list as discussed above. Construction contracts equal to or greater than \$500,000 are prepared and advertised pursuant to the OARs for contracts and Repairs of Public Improvements pursuant to OAR 580-050-0037. Contracts of this size are advertised through various outlets as per OUS and DAS guidelines and in various publications that will best meet the needs of the services required.

The Oregon University System is reporting all capital construction contract award information, including those pertaining to Eastern Oregon University through the Chancellor's Office Affirmative Action Plan.

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

1. Staff

EOU makes the affirmative action and equal employment opportunity policies know internally by:

- Posting the policy in the EOU Faculty/Staff Handbook.
- Distributing the policy to the President, Vice Presidents, Deans and Directors.
- Providing internal development programs that include discussion on diversity and affirmative action
- Training every search committee, both classified and unclassified, on EOU policies regarding affirmative action, nondiscrimination and equal opportunity.

2. Volunteers

EOU has updated our volunteer forms to disseminate its affirmative action policies.

3. Providers

EOU does not use providers.

4. Vendors

EOU uses the OUS retainer list for vendors.

D. Status of Cultural Competency Assessment/Implementation

Eastern Oregon University has not done the Statewide cultural Competency Assessment but continues to be committed to taking steps to establish and embrace relationships with people representing different cultures by:

- Increasing knowledge of the characteristics, shared experiences, and common beliefs shared by people of different cultures, and disseminating that knowledge within the group or community.
- Fostering respect for diverse ways of doing things.
- Working together with people of other cultures in Oregon's communities to reach common goals.
- Identifying the benefits of multiple perspectives in achieving our community's vision and seeking out potential productive partnerships with those who have such perspectives
- Eastern Oregon University acknowledges that each person is unique and brings a unique set of beliefs and experiences. Consequently, identifying the many cultures that each person belongs within results in a complex and rich set of perspectives and histories. In promoting cultural competence, we are embracing.
 - The difference in people.
 - Respect for all and their individual dignity.

IV. Roles for Implementation of Affirmative Action Plan

The President of the University has the overall responsibility for Eastern Oregon University's equal employment opportunity-affirmative action policy.

1. Affirmative Action Officer

The Affirmative Action Officer (AAO) reports directly to the President. Responsibilities include promoting Affirmative Action and Diversity on campus at off campus and distance education centers. The AAO in cooperation with the Human Resources Office manages and monitors all searches on campus and provides training and information. The AAO receives complaints and the results and recommendations of the Human Rights Investigator and takes the recommendation to the President. The AAO has responsibility for several functions that are directly related to campus-wide diversity. Major responsibilities include, but are not limited to:

- Managing all aspects of the University's AAP, including annual updates. The AAP contains University policies that prohibit discrimination and help strengthen the diversity of employees and students. The AAP shows where women and people of color are under-represented in the workforce and sets goals for hiring persons from under-represented groups. The AAP is distributed to University officials who are accountable for making good faith efforts to improve.
- Monitoring recruitment and selection of unclassified and classified employees. The AAO works closely with the Office of Human Resources (OHR) to oversee employee recruitment and selection. It has the initial responsibility for approving any waivers of the regular search process for unclassified employees and makes recommendations to the President. The AAO meets with search committees to educate them about their affirmative action obligations and to share strategies for recruiting women and people of color.
- Advising units about policy related to nondiscrimination and affirmative action, emphasizing the need to diversify and create a welcoming climate at EOU;
- Advising the Executive Staff, University Council Diversity Committee, and other campus entities on ways to promote OUS initiatives and EOU's core values of diversity, inclusiveness and respect within the campus and surrounding communities. Working collaboratively with engaged groups and individuals to provide consultation to Executive staff on diversity strategies.
- Develop and present innovative ideas and program concepts for consideration, selection and implementation by the staff.
- Provide staff support in areas of research, program design and measurement.
- Providing guidance, expert interpretation and training to management, employees

and students on University policies and anti-discrimination laws and procedures to minimize potential adverse impact of law suits and EEOC complaints.

- Developing policy statements and internal and external communications.

2. Executive Staff, Deans, Directors and Supervisors

All Executive Staff, Deans, Directors and Supervisors are responsible for promoting Affirmative Action and diversity at Eastern Oregon University and for directing unit managers and employees on all matters related to equal opportunity and affirmative action. Executive Staff, Deans, Directors and Supervisors are also responsible for:

- Monitoring and enforcing hiring goals for correcting existing underutilization of women and people of color within the unit's unclassified and classified workforce.
- Conducting regular discussions with all managers, supervisors, and employees to ensure that the University's institutional policy and affirmative action program objectives are being followed;
- Monitoring workplace conditions to prevent unlawful discrimination and harassment of employees;
- Encouraging employees to participate in professional development and training activities.
- Reviewing the qualifications of all employees to ensure that women and people of color are given full opportunities for promotions and other employment benefits;
- Requiring supervisors to take actions to prevent discrimination and harassment.

3. Human Rights Investigator (Assistant Director of Human Resources)

The Assistant Director of Human Resources serves in the role of "Human Rights Investigator" and performs timely and impartial investigations for all formal Affirmative Action complaints. Recommendations as a result of investigations are provided to the AAO for review. Final recommendations are made by the AAO to the President.

The Human Rights Investigator (HRI) is responsible for investigating and looking for resolution in both informal and formal complaints of discrimination. The HRI works to develop trust and credibility with the community, especially persons from under-represented or "protected class" groups. Where possible, the HRI encourages and facilitates mediation in order to help establish a positive working and learning environment for employees and students.

4. EOU Employees

All EOU employees work to further agency policies by:

- Complying with EOU policies, procedures, and practices that promote affirmative action and equal opportunity.
- Reading and understanding EOU policies and procedures, and practices that promote affirmative action and equal opportunity.
- Monitoring self-behavior to prevent unlawful discrimination and harassment.
- Cultivating an environment supportive of affirmative action efforts related to recruitment, selection, promotion, and transfer.
- Attending various university workshops and trainings on diversity and affirmative action.

5. Human Resources

The Human Resources office works with the AAO in compiling and analyzing data, in identifying areas of concern, developing strategies for resolution, issuing reports, and in monitoring the effectiveness of strategies to address areas of concern. Human Resources works with the AAO to:

- Develop policy statements, affirmative action programs, and internal and external communications.
- Collecting and analyzing affirmative action data on EOU employees and applicants.
- Identifying areas of concern and recommending solutions to problems.
- Monitoring the Affirmative Action Plan's effectiveness.
- Assisting division/department supervisors in identifying areas of concern, and developing and implementing strategies for resolution.
- Ensuring compliance with federal, state, and local laws of nondiscrimination in all hiring and recruitment strategies.
- Fostering an environment supportive of affirmative action efforts related to recruitment, selection, promotion, transfer, and training.

V. 2007 – 2009

A. Accomplishments

The following section depicts how EOU identifies current utilization of women and minorities in the workplace. The analysis is broken down into the following categories: assignment of job groups, an availability analysis, a utilization analysis, and annual placement statistics.

Eastern Oregon University does not collect data on disabled person in the workplace except as necessary to provide reasonable accommodation.

Assignment of Job Groups

Job titles have been assigned to (8) Job Groups as defined by the Equal Employment Opportunity Commission (EEOC) for Higher Education. Jobs are assigned by minimum skill qualifications, similarity of wage ranges, and essential functions of work performed. Job Groups in the various EEO categories used by EOU are:

- 0100 Executive and Managerial
- 0200 Faculty
- 0300 Professional
- 0400 Clerical and Secretarial
- 0500 Technical and Para-professional
- 0600 Skilled Crafts
- 0700 Service and Maintenance
- 0900 Miscellaneous

Availability Analysis

Availability statistics are taken from the 2000 Census, based on the geographic availability of women and minorities in the general labor market and recruitment areas for positions within each job group. The geographic bases for these job groups include:

- 0100 Executive and Managerial – 2000 Census of Population, United States
- 0200 Faculty - 2000 Census of Population, United States
- 0300 Professional – 2000 Census of Population, Oregon
- 0400 Clerical and Secretarial – 2000 Census Population, Union County
- 0500 Technical and Para-professional– 2000 Census of Population, Oregon
- 0600 Skilled Crafts – 2000 Census Population, Union County
- 0700 Service and Maintenance– 2000 Census Population, Union County
- 0900 Miscellaneous - 2000 Census of Population, Oregon

The national availability statistic is only used for the Executive/Managerial and Faculty Job groups to reflect that these are the only two job groups that hire employees from the national labor market pool. Availability analysis was performed for aggregated female and minority groups, considering the number of females and minorities residing in the

designated recruitment areas. Because the EOU is a small university and does not use formal career ladders for internal promotion, the availability analysis reflects only the population available for external recruitment.

Availability analyses are on file in the EOU Office of Human Resources.

Utilization Analysis

Eastern Oregon University has identified areas of underutilization, defined in 41 CFR 60-2.11(b) as “having fewer minorities and women in a particular job group than would reasonably be expected by their availability.”

The utilization analysis was performed by comparing the number of women and minorities employed in each job group on October 31, 2007. The term “underutilization” is not intended to be, nor should be construed as, an admission in whole or in part that in fact either minorities or women are, or have been, underutilized or concentrated in any way that is in violation with federal, state, or local fair employment standards.

The Utilization Analysis identifies underutilization using the “80% Rule” and the “Whole Person Rule” applicable to small groups such as EOU. That is, where the percentage of female and minority incumbent employees is less than 80% of the population percentage of available females and minorities (the 80% Rule), the preliminary finding of underutilization is modified by the Whole Person rule. The Whole Person Rule adjusts for small groups that show underutilization under the 80% Rule that is skewed by the small size of the incumbent population.

Under the Whole Person Rule, underutilization exists only if the expected number of minorities or females exceeds the actual number by one whole person and the ratio of the percentage of incumbent minorities or women to their respective availabilities is less than 80%.

Utilization – Unclassified Employees

Job Group 0100 – Executive, Managerial

A total of 11 employees comprise Job Group 0100. Weighted availability for women is 13.61 and current utilization is 54.55 so there is no shortfall. Weighted availability for all minorities is 6.23 and current utilization is 9.09 consequently there is no shortfall.

Job Group 0200– Faculty

A total of 109 employees comprise Job Group 0200. Weighted availability for woman is 22.48 and current utilization is 44.95 so there is no shortfall. Weighted availability for all minorities is 6.59 and current utilization is 8.26, which does not represent a shortfall.

Job Group 0300 - Professional

A total of 78 employees comprise Job Group 0300. Weighted availability for woman is 26.36 and current utilization is 62.82 so there is no shortfall. Weighted availability for all minorities is 6.10 and current utilization is 7.69, which does not represent a shortfall.

Job Group 0400 – Clerical and Secretarial

A total of 18 employees comprise Job Group 0400. Weighted availability for woman is 26.14 and current utilization is 100.00 so there is no shortfall. Weighted availability for all minorities is 1.94 and current utilization is 5.56, which does not represent a shortfall.

Job Group 0500 – Technical, Paraprofessional

A total of 6 employees comprise Job Group 0500. Weighted availability for woman is 22.94 and current utilization is 66.67 so there is no shortfall. Weighted availability for all minorities is 3.35 and current utilization is 0.00, which represents a shortfall of 0.20 persons however this is less than one whole person.

Job Group 0600 – Skilled Crafts

A total of 2 employees comprise Job Group 0600. Weighted availability for woman is 23.02 and current utilization is 100 so there is no shortfall. Weighted availability for all minorities is 0.00 and current utilization is 50.00, which does not represent a shortfall. This category has so few employees that statistics may be ineffective.

Job Group 0900 – Miscellaneous

A total of 27 employees comprise Job Group 0900. Weighted availability for woman is 15.91 and current utilization is 92.59 so there is no shortfall. Weighted availability for all minorities is 0.45 and current utilization is 3.70, consequently, there is no shortfall.

Utilization – Classified Employees

Job Group 0300 - Professional

A total of 3 employees comprise Job Group 0300. Weighted availability for woman is 21.26 and current utilization is 66.67 so there is no shortfall. Weighted availability for all minorities is 8.85 and current utilization is 0.00, which does represent a shortfall of 0.26 persons which is less than one whole person.

Job Group 0400 – Clerical and Secretarial

A total of 42 employees comprise Job Group 0600. Weighted availability for woman is 51.63 and current utilization is 92.86 so there is no shortfall. Weighted availability for all minorities is 3.10 and current utilization is 4.76 so there is no shortfall.

Job Group 0500 – Technical, Paraprofessional

A total of 17 employees comprise Job Group 0500. Weighted availability for woman is 26.81 and current utilization is 41.18 so there is no shortfall. Weighted availability for all minorities is 14.76 and current utilization is 5.88, which represents a shortfall of 1.5 persons.

Job Group 0600 – Skilled Crafts

A total of 11 employees comprise Job Group 0600. Weighted availability for woman is 12.62 and current utilization is 0.00 a shortfall of 1.38 persons. Weighted availability for all minorities is 0.44 and current utilization is 0.00, which is a shortfall of 0.04 but still less than 1 person.

Job Group 0700 – Service and Maintenance

A total of 26 employees comprise Job Group 0600. Weighted availability for woman is 23.70 and current utilization is 26.92 a shortfall of 0.00 persons. Weighted availability for all minorities is 3.24 and current utilization is 3.85 so there is no shortfall.

B. Progress made or lost since previous bienniums

The greatest gain over the past biennium is the elimination of the shortfall of 6.91 minority persons in our faculty ranks. The October 31st, 2008 data show that faculty now shows no shortfall in utilization of women or minorities. In addition, EOU eliminated the shortfall in minorities in the miscellaneous category. The most current report shows minor shortfalls in the technical/paraprofessional category for minorities and skilled craft categories for women. It should be noted that both of these categories have so few employees that a change in a single staff member can make the difference between a shortfall and meeting utilization goals in that area. It is apparent from these reports that EOU continues to make strides towards creating a campus that represents the community in which it exists.

2009 – 2011

A. Goals

For the upcoming biennium, EOU has outlined the following goals for Affirmative Action efforts:

1. Provide appropriate training and support for Affirmative Action efforts at Eastern Oregon University.
2. Review and revise, as needed, recruitment and promotion policies and criteria for exceptions that provide the opportunity for EOU to recruit a more diverse population and also provide appropriate advancement opportunities for incumbents, including a focus on the retention of women and minorities.
3. In light of structural changes at EOU encompassed in the “Plan for Reduction, Reallocation, and Repositioning the Institution for the Future,” working closely with Deans and Vice-Presidents, review and modify appropriately departmental affirmative action plans, set appropriate hiring goals, and include progress towards these goals in annual departmental reviews
4. Work closely with the Campus Diversity Committee to determine appropriate training opportunities for all campus constituents to develop higher levels of cultural competency. Examples include working closely with local ethnic groups (Confederated Tribes of the Umatilla Indian Reservation, as an example) and also

bringing to campus expert assistance in areas that are seen as needing additional support.

B. Strategies and Timelines

- Continuing to work collaboratively in identifying open and competitive recruitment strategies and venues for attracting qualified candidates to achieve a diverse workforce. *Timeline: Ongoing*
- Reviewing and revising recruitment and selection procedures to ensure accountability for affirmative action at all levels of the organization. *Timeline: In progress. Revised policy has been forwarded to Executive Cabinet for review and approval.*
- Instituting a program to track minority applicants as compared to minority hires. *Timeline: FY10. Review of tracking systems will take place during FY09.*
- Ensuring the effective use of a variety of recruitment venues to attract qualified and diverse candidates, such as the Oregon Employment Department, Veterans' Services Offices, University Human Resources Departments, University Affirmative Action Offices, community organizations, web sites and newspapers that target ethnic minorities, and the EOU web site. *Timeline: Ongoing*
- Revising and disseminating interview guidelines, reference guidelines, the EOU employment application, pre-employment forms, and accommodation procedures. *Timeline: In progress. With new AA officer, all policies and forms are being reviewed and updated.*
- Providing training programs on recruitment and selection procedures for supervisors and search committees. *Timeline: In progress. New AA Officer has begun meeting with all search committees. Working with supervisors to ensure AA input from job description creation through the hire process.*
- Providing hiring departments and supervisors the tools and support needed to make good hiring decisions and achieve affirmative action goals. *Timeline: Ongoing*
- Educating all employees in their responsibility to promote a working environment free from discrimination. *Timeline: In progress. Currently all staff receive sexual harassment training upon hire. Managers and executive staff recently attended diversity training and EOU is examining continuing diversity education programs.*
- Disseminating policies to all employees and making policies accessible through a variety of sources. *Timeline: Ongoing*

- Including non-discrimination clauses in all solicitation documents for contracts. *Timeline: In progress. Language is at the Campus Diversity Committee and we are waiting for their input before deciding on final language.*
- Disseminating contract opportunities in additional minority, female and small business trade journals. *Timeline: In progress with the above goal referring to non-discrimination clauses.*
- Monitoring affirmative action initiatives, goals, and timetables. *Timeline: FY09.*
- Encouraging female and minority candidates to apply for positions. *Timeline: Ongoing*
- Encouraging diversity in the makeup of search committees. *Timeline: Ongoing*
- Encouraging employees to participate in educational opportunities offered through professional organizations, community groups, educational institutions, and the University. *Timeline: Ongoing*
- Complying with all federal and state laws and regulations regarding the employment of individuals with disabilities. *Timeline: Ongoing*
- Assessing the performance of division Deans, Directors and supervisors reporting to each Vice President based on their good faith efforts to support and promote the EOU affirmative action plan. *Timeline: In progress. Policy is being written and will be forwarded to the Executive Cabinet for approval*

VII. Appendix A: EOU Policies

- Discrimination and Harassment Free Workplace
- Consensual Relationship Policy
- Sexual Harassment Policy
- Nepotism Policy
- Policy Statement for Employee Participation in Educational/Developmental Activities
- Veteran's Preference in Employment
- Recruitment Policy
- Search Committee Code of Ethics Policy
- Policy for Internal Candidates
- Grievance Procedures



Statewide Policy

SUBJECT: [Discrimination and Harassment Free Workplace](#)

NUMBER: 50.010.01

DIVISION: Human Resource Services Division

EFFECTIVE DATE: [June 29, 2007](#)

APPROVED: Signature on file with the Human Resource Services Division

POLICY

STATEMENT:

[The State of Oregon is committed to a discrimination and harassment free work environment. This policy outlines types of prohibited conduct and procedures for reporting and investigating prohibited conduct.](#)

AUTHORITY:

[ORS 240.086\(1\); 240.145\(3\); 240.250; 240.316\(4\); 240.321; 240.555; 240.560; 659A.029; 659A.030; Title VII; Civil Rights Act of 1964; Executive Order EO-93-05; Rehabilitation Act of 1973; Employment Act of 1967; and Americans with Disabilities Act of 1990.](#)

APPLICABILITY:

[All employees, state temporary employees and volunteers.](#)

ATTACHMENTS:

[None](#)

DEFINITIONS:

[See also HRSD State Policy 10.000.01, Definitions; and OAR 105-010-0000](#)

[Collective Bargaining Agreement \(CBA\):](#) A written agreement between the State of Oregon, (Department of Administrative Services) and a labor union. References to CBAs contained in this policy are applicable only to employees covered by a CBA.

[Complainant:](#) A person or persons allegedly subjected to discrimination, workplace harassment or sexual harassment.

[Contractor:](#) For the purpose of this policy, a contractor is an individual or business with whom the State of Oregon has entered into an agreement or contract to provide goods or services. Qualified rehabilitation facilities who by contract provide temporary workers to state agencies are considered contractors. Contractors are not subject to ORS 240 but must comply with all federal and state laws.

[Discrimination:](#) Making employment decisions related to hiring, firing, transferring, promoting, demoting, benefits, compensation, and other terms and conditions of employment, based on or because of an employee's protected class status.

[Employee:](#) Any person employed by the state in one of the following capacities: management service, unclassified executive service, unclassified or classified unrepresented service, unclassified or classified represented service, or represented or unrepresented temporary service. For the purpose of this policy, this definition includes board and commission members, and individuals who volunteer their services on behalf of state government.

[Higher Standard:](#) Applies to managers and supervisors. Proactively taking an affirmative posture to create and maintain a discrimination and harassment free workplace.

Manager/Supervisor: Those who supervise or have authority or influence to effect employment decisions.

Protected Class Under Federal Law: Race; color; national origin; sex (includes pregnancy-related conditions); religion; age (40 and older); disability; a person who uses leave covered by the Federal Family and Medical Leave Act; a person who uses Military Leave; a person who associates with a protected class; a person who opposes unlawful employment practices, files a complaint or testifies about violations or possible violations; and any other protected class as defined by federal law.

Protected Class Under Oregon State Law: All Federally protected classes, plus: age (18 and older); physical or mental disability; injured worker; a person who uses leave covered by the Oregon Family Leave Act; marital status; family relationship; sexual orientation; whistleblower; expunged juvenile record; and any other protected class as defined by state law.

Sexual Harassment: Sexual harassment is unwelcome, unwanted, or offensive sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

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

Examples of sexual harassment include but are not limited to: unwelcome, unwanted, or offensive touching or physical contact of a sexual nature, such as, closeness, impeding or blocking movement, assaulting or pinching; gestures; innuendoes; teasing, jokes, and other sexual talk; intimate inquiries; persistent unwanted courting; sexist put-downs or insults; epithets; slurs; or derogatory comments.

Workplace Harassment: Unwelcome, unwanted or offensive conduct based on or because of an employee's protected class status.

Harassment may occur between a manager/supervisor and a subordinate, between employees, and among non-employees who have business contact with employees. A complainant does not have to be the person harassed, but could be a person affected by the offensive conduct.

Examples of harassing behavior include, but are not limited to, derogatory remarks, slurs and jokes about a person's protected class status.

POLICY

(1)The State of Oregon is committed to a discrimination and harassment free work environment. This policy outlines types of prohibited conduct and procedures for reporting and investigating prohibited conduct.

- (a) Discrimination, Workplace Harassment and Sexual Harassment.** The State of Oregon provides a work environment free from unlawful discrimination or workplace harassment based on or because of an employee's protected class status. Additionally, the state of Oregon provides a work environment free from

sexual harassment. Employees at every level of the organization, including state temporary employees and volunteers, must conduct themselves in a business-like and professional manner at all times and not engage in any form of discrimination, workplace harassment or sexual harassment.

- (b) **Higher Standard.** Managers/supervisors are held to a higher standard and are expected to take a proactive stance to ensure the integrity of the work environment. Managers/supervisors must exercise reasonable care to prevent and promptly correct any discrimination, workplace harassment or sexual harassment they know about or should know about.
- (c) **Reporting.** Anyone who is subject to or aware of what he or she believes to be discrimination, workplace harassment, or sexual harassment should report that behavior to the employee's immediate supervisor, another manager, or the agency, board, or commission Human Resource section, Executive Director, or chair, as applicable. A report of discrimination, workplace harassment or sexual harassment is considered a complaint. A supervisor or manager receiving a complaint should promptly notify the Human Resource section, Executive Director, or chair, as applicable.
 - (A) A complaint may be made orally or in writing.
 - (B) A complaint must be filed within one year of the occurrence.
 - (C) An oral or written complaint should contain the following:
 - (i) the name of the person filing the report;
 - (ii) the name of the complainant;
 - (iii) the names of all parties involved, including witnesses;
 - (iv) a specific and detailed description of the conduct or action that the employee believes is discriminatory or harassing;
 - (v) the date or time period in which the alleged conduct occurred; and
 - (vi) a description of the remedy the employee desires.
- (d) **Other Reporting Options.** Nothing in this policy prevents any person from filing a formal grievance in accordance with a CBA or a formal complaint with the Bureau of Labor and Industries (BOLI) or the Equal Employment Opportunity Commission (EEOC). However, some CBAs require an employee to choose between the complaint procedure outlined in the CBA and filing a BOLI or EEOC complaint.
- (e) **Investigation.** The agency, board, or commission Human Resource section, Executive Director, or chair, as applicable, will coordinate and conduct or delegate responsibility for coordinating and conducting an investigation.
 - (A) All complaints will be taken seriously and an investigation will be initiated as quickly as possible.
 - (B) The agency, board or commission may need to take steps to ensure employees are protected from further potential discrimination or harassment.
 - (C) Complaints will be dealt with in a discreet and confidential manner, to the extent possible.
 - (D) All parties are expected to cooperate with the investigation and keep information regarding the investigation confidential.

- (E) The agency, board or commission will notify the accused and all witnesses that retaliating against a person for making a report of discrimination, workplace harassment or sexual harassment will not be tolerated.
- (F) The agency, board or commission will notify the complainant and the accused when the investigation is concluded.
- (G) Immediate and appropriate action will be taken if a complaint is substantiated.
- (H) The agency, board or commission will inform the complainant if any part of a complaint is substantiated and that action has been taken. The complainant will not be given the specifics of the action.
- (I) The complainant and the accused will be notified by the agency, board or commission if a complaint is not substantiated.

(f) Penalties. Conduct in violation of this policy will not be tolerated.

- (A) Employees engaging in conduct in violation of this policy may be subject to disciplinary action up to and including dismissal.
- (B) State temporary employees and volunteers who engage in conduct in violation of this policy may be subject to termination of their working or volunteer relationship with the agency, board or commission.
- (C) An agency, board or commission may be liable for discrimination, workplace harassment or sexual harassment if it knows of or should know of conduct in violation of this policy and fails to take prompt, appropriate action.
- (D) Managers and supervisors who know or should know of conduct in violation of this policy and who fail to report such behavior or fail to take prompt, appropriate action may be subject to disciplinary action up to and including dismissal.
- (E) An employee who engages in harassment of other employees while away from the workplace and outside of working hours may be subject to the provisions of this policy if that conduct has a negative impact on the work environment and/or working relationships.
- (F) If a complaint involves the conduct of a contracted employee or a contractor, the agency, board, or commission Human Resource section, Executive Director, chair, or designee must inform the contractor of the problem behavior and require prompt, appropriate action.
- (G) If a complaint involves the conduct of a client, customer, or visitor, the agency, board or commission should follow its own internal procedures and take prompt, appropriate action.

(g) Retaliation. This policy prohibits retaliation against employees who file a complaint, participate in an investigation, or report observing discrimination, workplace harassment or sexual harassment.

- (A) Employees who believe they have been retaliated against because they filed a complaint, participated in an investigation, or reported observing discrimination, workplace harassment or sexual harassment, should report this behavior to the employee's supervisor, another manager, the Human Resource section, the Executive Director, or the chair, as applicable. Complaints of retaliation will be investigated promptly.
- (B) Employees who violate this policy by retaliating against others may be subject to disciplinary action, up to and including dismissal.

(C) State temporary employees and volunteers who retaliate against others may be subject to termination of their working or volunteer relationship with the agency, board or commission.

(h) Policy Notification. All employees including state temporary employees and volunteers shall:

- (A) be given a copy or the location of Statewide Policy 50.010.01, Discrimination and Harassment Free Workplace;
- (B) be given directions to read the policy;
- (C) be provided an opportunity to ask questions and have their questions answered; and
- (D) sign an acknowledgement indicating the employee read the policy and had the opportunity to ask questions.
 - (i) Signed acknowledgements are kept on file at the agency, board or commission.

(1) Performance Measure: Percent of employees informed of Policy 50.010.01, prohibited behavior and reporting procedures.

Performance Standard: 100%

(2) Performance Measure: Percent of complaints where prompt, appropriate action is taken following investigation of a substantiated complaint.

Performance Standard: 100%



Consensual Relationship Policy

Definition of Consensual Relationship

Types of relationships covered by this policy are those that:

1. Are consensual and legal within the State of Oregon, and
2. Are romantic and/or sexual in nature, and
3. Develop between two individuals within the EOU community; one of whom has actual or perceived power or authority over the other.

Types of Professional Status Advantages:

- a) Academic Relationship Advantage: A faculty member or other instructor who has the authority to assign grades, serve on thesis or scholarship awards committees, and supervise research and/or training opportunities.
- b) Staff Relationship Advantage: A staff member who has the authority to evaluate, determine salary, and/or make employment and/or professional development opportunity decisions.
- c) Other Status Advantages: can occur between junior and senior faculty, faculty and administrators, faculty/administrators and staff, student leaders employed by the university and other students.

Examples of consensual relationships where a power differential exists include:

- a) A faculty member and a student who is enrolled in the faculty member's course, who is enrolled in a program for which a course taught by the faculty member is a requirement, who is an advisee of the faculty member, or whose academic work is being supervised by the faculty member;
- b) A university employee and a student if the university employee is in a position to evaluate or otherwise influence the student's education, employment, housing, or participating in athletics or any other University activity (university employee includes, for example, graduate assistants, administrators, coaches, advisors, program directors, counselors, health center staff, and residence life staff.);

- c) A supervisor and an employee under the person's supervision; division/department chair/head and a faculty member in the same division/department; an administrator and an employee in an office/department under that administrator's direction;
- d) A tenured faculty member and an untenured faculty member if tenured person participates in peer recommendations about the untenured person.
- e) Two students, one of whom is employed by the university in a leadership position such as a student director, resident assistant, hall director, etc. and is responsible for the oversight of the other.

Note: Consensual relationships between two co-workers, faculty/staff in different departments, two students, or a university employee (staff or student) and student between whom no professional power differential exists are not subject to the Consensual Relationship Policy unless, as always, the relationship becomes non-consensual. (See Sexual Harassment Policy.)

Policy

Eastern Oregon University (EOU) recognizes that two consenting adults should be free to conduct a personal relationship if they so wish; however, the university strongly discourages relationships between people where a status differential exists. Consensual relationships that may be appropriate in other circumstances raise serious ethical concerns when they occur between members of the EOU community where a professional status advantage exists. Recognizing however that such relationships may occur, any member of the University community (faculty, staff and students) who enters into such a relationship should be aware that the liability protection under Oregon statutes might not apply in subsequent actions if there is failure to comply with this policy. Failure to comply with this policy can lead to disciplinary action up to and including dismissal. The individual with the status advantage bears the primary responsibility for any negative consequences resulting from a less than amicable ending of a consensual relationship. It is the University's goal to provide clear direction and education to the University community about how to remove or manage the status advantage associated with consensual relationships between members of the University community.

Individuals who threaten or retaliate against an individual who has filed a consensual relationship complaint are subject to further disciplinary action. Such incidents should be reported immediately to a Counseling Center staff member or to the Affirmative Action Officer.

Rationale of Policy

EOU is committed to a campus environment based upon collegial respect and trust. The integrity of academic and work relationships is a foundation of the University's mission. The unequal institutional power inherent in University academic and work relationships can heighten the vulnerability of those in subordinate positions. People in positions of authority within the University must be aware of and sensitive to the potential conflict of interest, ethical concerns, and issues of sexual harassment that may occur in consensual relationships. The power differential inherent in any such relationship causes apparent consent to be questionable. Relationships that are mutual and consensual are often viewed by others as exploitative, and may adversely affect the learning and/or work environment. Specifically, the parties to a consensual relationship must be aware that such relationships can create in co-workers and students, perceived and real, conflicts of interest and an environment of fear of unfair treatment in terms of promotions, grades, professional and/or educational opportunities, etc. Additionally, consenting relationships may result in complaints of sexual harassment and/or sexual favoritism. (See Sexual Harassment Policy.)

***** Attention EOU students *****

We care about your safety and well being as a member of our campus community. We want you to be able to trust our faculty, staff and student employees. As a student, we recognize that you are automatically in a "power down" position, which makes you vulnerable to being violated and/or taken advantage of. And although we will not go so far as to attempt to forbid you to engage in a consensual relationship (as defined at the beginning of this document) with an EOU employee, we do want to make sure you are taken care of should you decide to do so. Please know that if at any point in the relationship you feel taken advantage of in any way (e.g. sexually, physically, emotionally, academically, etc.), we encourage you to tell someone you trust right away. Some departments on campus that will know how to help you in this situation would be the Counseling Center, Student Health Center, Women's Center, and the Office of Student Affairs. You may also choose to tell your RA, coach, or favorite teacher. What is most important is that you tell someone so that you can receive whatever help you need to make it safe for you to continue your academic journey at EOU.

Procedures

In the event of such a consensual relationship, the employee who has academic and/or evaluatory power over the other person is required to:

1. Disclose the relationship to his or her supervisor (dean, vice president, director, etc.)
2. In consultation with his or her supervisor, eliminate or manage the power authority differential in the relationship

It is the responsibility of the supervisor of the parties involved in the relationship to educate supervisee of University policy regarding consensual relationships, and assist in eliminating and/or managing the status advantage of one person over the other. This may involve such actions as changing lines of authority or changing class registrations. These situations will be handled on a case-by-case basis.

If at any time a consensual relationship becomes non-consensual, or is proven to have been non-consensual the entire time, it will be handled as a potential sexual harassment case. (See Sexual Harassment Policy.)

Confidentiality

Cases that involve consensual relationships are especially sensitive and special attention will be given to the issue of privacy for all individuals. Information will be released only on a need-to-know basis.

Responsibility

The Affirmative Action Officer is responsible for the implementation, monitoring and execution of this policy.

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

If anyone has questions regarding this policy, or concerns as to whether a specific relationship falls under the guidelines of this policy, please contact the Affirmative Action Officer.

Review of Consensual Relationship Policy

The policy will be reviewed by the university on a biennial basis.

Consensual Relationship Policy Training

This policy shall be broadly and regularly disseminated to the entire campus.

Employees (including Faculty, Administrative faculty, and staff) and students will receive training pertaining to the consensual relationship policy on a regular basis beginning in the fiscal year of 2005. The Provost, working with other vice presidents and consulting with faculty, staff, and student groups, will develop this training.



SEXUAL HARASSMENT POLICY

Eastern Oregon University is committed to the preservation of dignity and integrity for all students and employees; therefore this policy is issued in recognition of the University's moral and legal obligations to provide protection from and resolution of incidents of sexual harassment.

Policy Statement

Sexual harassment violates the trust and respect that is required for the advancement of academic freedom within a university community and inhibits the development and success of all university members including students, faculty, and staff. In accordance with federal and state law Eastern Oregon University prohibits actions and verbal assaults that are recognized as discriminatory, harassing, or defamatory on the basis of gender and/or sexual orientation, as with all other forms of discrimination. Persons found to be in violation of this sexual harassment policy shall be subject to disciplinary action which may include, but is not limited to, an oral warning, a written reprimand, probationary status, suspension from the campus for a specified period, or permanent termination from employment or enrollment.

Eastern Oregon University is dedicated to reaching timely and just resolutions to complaints filed under this policy. Any person who believes that she or he has been sexually harassed at the University may file either a formal or informal complaint with the appropriate office, which will maintain confidentiality to the fullest possible extent throughout procedural investigations.

Persons who threaten or take retaliation toward an individual who has filed a sexual harassment complaint are subject to further disciplinary action. Such incidents should be reported immediately to a Counseling Center staff member or the Affirmative Action Officer.

Definition of Sexual Harassment

Sexual harassment is defined by the Equal Employment Opportunity Commission as "unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

1. Submission to such conduct is made either explicitly or implicitly a requirement of employment or participation in an academic program or activity;
2. Submission to or rejection of such conduct by an individual is used as a basis for employment or education-related decisions affecting such individual; or
3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work or academic performance or creating an intimidating, hostile, or offensive working or learning environment.

Examples of Sexual Harassment

Sexual harassment occurs in a variety of forms and situations, in relationships between persons of unequal power as well as among equals; between persons of the same or opposite sex; and can be committed by persons of any gender. Circumstances that constitute sexual harassment might include:

1. Sexist language; including heterosexist language
2. Unwelcome sexual propositions, invitations, solicitations, and flirtations;
3. Unwelcome and inappropriate invasion of one's personal boundaries by another individual or group of individuals;
4. Graphic sexual commentary about a person's body, clothing, appearance or sexual activities;
5. Unwelcome suggestive or insulting sounds or whistles.

Additionally, case rulings by the Courts and the Office of Civil Rights have further defined, but not limited, sexual harassment to include:

- Disparaging remarks and gestures about one's gender or sexual orientation.
- Verbal sexual abuse disguised as humor.
- Physical aggression, assault, unwelcome touching.
- Subtle pressure for sexual activity or sexual innuendos.
- Display of sexually offensive or obscene pictures or behaviors.
- Repeated references to various parts of the body at inappropriate times.
- Requests for dates when the other person has made it clear that she or he is not interested.

Following the principles of academic freedom, as defined by the American Association of University Professors, faculty members at Eastern Oregon University are entitled to freedom in the classroom in discussing their subjects, but they should be careful not to introduce into their teaching controversial matter that has no relation to their respective subjects.

For Students:

Sexual harassment can be very physically and emotionally damaging. Feelings of anger, fear, confusion, or guilt are not uncommon. You should understand that the perpetrator is at fault, not you, and that there is help available to you. The EOU community values and respects you, and we are here to support you. If you feel you are being sexually harassed, **talk to someone you trust**. Following are some examples of people who can give emotional support and help you navigate the reporting process:

Faculty

Staff

Student Counseling Center 8-5 M-F 962-3524

Student Health Center 8:30 – 4:30 M-F 962-3526

Student Affairs Office 8-5 m-F 962-3635

International Student Advisor 8-5 M-F 962-3141

Women's Center 9-5 M-F 962-3021

Multicultural Student Center (contact info?)

Your RA or Hall Director 24/7

Your coach or athletic trainer

SEXUAL HARASSMENT COMPLAINT PROCEDURE

Confidentiality:

Throughout the sexual harassment complaint procedure, all university officials will make every effort to respect the confidentiality of those involved in the process. Some officials will need to be informed of the complaint, but this will be kept to a minimum as outlined in this procedure.

Procedure:

Any faculty member, administrative faculty, staff member, or student who believes that she or he is being sexually harassed should, if feasible, inform the alleged harasser that the conduct is unwelcome and must stop. However, in some circumstances this course of action may not be feasible, may be unsuccessful, or the individual may be uncomfortable dealing with the matter in this way. To encourage persons experiencing alleged sexual harassment to come forward, EOU provides several options for both informal and formal complaint resolution. Any student, faculty, administrative faculty, or staff member who chooses to file a complaint of sexual harassment should have an advocate who can advise them and offer support throughout the process.

Informal Complaint Procedure:

Definition:

The process of gathering information either to establish a suspicion of sexual harassment or to attempt to resolve a disagreement without following a formal complaint procedure

Who May File:

Students, employees, applicants for employment, and others, where appropriate.

Procedure:

- A. The complainant completes the "Complaint of Discrimination or Harassment" form (for internal recordkeeping purposes only).
- B. The Affirmative Action Officer contacts the individual/entity (respondent) accused of sexual harassment to discuss the alleged harmful act.
- C. The Affirmative Action Officer develops a proposed resolution, if appropriate, within fifteen (15) calendar days of acceptance of the informal complaint. If appropriate, the complainant is advised that she/he may file a formal complaint.
- D. The Affirmative Action Officer will notify both parties of the resolution and may notify the appropriate administrator, dean, or director of the final status of the complaint.

EOU will provide education for an individual if two informal complaints are filed against that individual. EOU will initiate a formal complaint procedure regarding an individual who has had three separate informal complaints filed.

Formal Complaint Procedure:

The first step in the process is for the complainant to meet with the Affirmative Action Officer. The filing of a complaint of sexual harassment is required for the matter to be formally investigated and to determine whether there has been a violation of the policy prohibiting sexual harassment at Eastern Oregon University. A formal complaint of sexual harassment must be made no later than 365 calendar days following the alleged act.

All formal complaints of sexual harassment, whether they are filed against a student, faculty, administrative faculty, staff member, or a third party, will result in essentially the same process. The Affirmative Action Officer, or other appointed university official will conduct a full, impartial and timely investigation within 30 calendar days. The appointed officer will provide the person against whom the complaint is made (the respondent) with a written statement of the allegations, to which that individual will be required to respond within fourteen calendar days. The appointed officer may extend this timeline up to five calendar days if necessary. During the course of the investigation the appointed officer will interview the complainant, the respondent, and witnesses identified by each party. To the extent possible, complaints will be handled confidentially, with the allegations and facts made available only to those who have a compelling need to know for purposes of investigation or resolution of the matter.

Complaint Against a Student

To bring a formal complaint of sexual harassment against a student an individual should meet with the Affirmative Action Officer who will inform the Vice President for Student Affairs. Sexual harassment is deemed student misconduct and is subject to the disciplinary conditions of the EOU Student Code of Conduct. The Affirmative Action Officer will provide a written report to the Vice President of Student Affairs within twenty-one calendar days of receipt of the complaint. This timeline may be extended up to ten days with the approval of the President or designee. Following the investigation and prior to any formal submission of the report, the student may request a peer review through the ASEOU Judicial Board or other appropriate ASEOU designated group.. The panel will hear the complainant, the respondent, and witnesses identified by each party, and will examine all evidence it deems necessary. The rights of all parties will be observed and confidentiality will be protected to the fullest extent possible. A final report will be submitted to the Vice President for Student Affairs.

Complaint Against a Faculty, Administrative Faculty, or Staff Member

Formal complaints of sexual harassment against a member of the faculty, administrative faculty, or staff are to be filed with the Affirmative Action Officer. The Affirmative Action officer will provide a written report of findings within twenty-one calendar days of receipt of the complaint. This timeline may be extended up to ten calendar days with the approval of the President or designee.

a. Complaint Against a Faculty Member

In a matter involving a complaint against a faculty member, the Affirmative Action Officer will present a written report to the faculty member's Dean, the Provost/Vice President for Academic Affairs, and the President. The report will include a statement of the allegations, the process followed in the investigation and the evidence collected in the case. The President, in consultation with the appropriate Dean and the Provost/Vice President for Academic Affairs, will determine whether reasonable cause exists to initiate proceedings concerning the alleged actions of the faculty member. If proceedings are deemed warranted, the faculty member will be entitled to an adjudicative hearing before a panel of at least three tenured members of the faculty to be chosen by a random selection from a pool of eligible tenured teaching faculty. The campus grievance counselor acting in the role of an ombudsman shall initiate the selection process. Any hearing committee member perceiving a conflict of interest must excuse themselves from the proceedings, and a replacement shall be selected from the remaining pool of tenured teaching faculty. The complainant or the respondent may also have an opportunity to challenge and replace one panel member. If a challenge is initiated then another faculty member will be selected from the available pool. The hearing panel will take testimony and hear witnesses. The complainant and the respondent are entitled to an advocate and have the right to question all witnesses. The hearing panel will ascertain the validity of the evidence, the consistency of the testimony, the credibility of the witnesses and will forward its findings to the President within ten calendar days after the completion of proceedings. The hearing panel shall offer in its report the number of members voting for each finding. If the hearing committee finds that sexual harassment has taken place, it may recommend to the President appropriate disciplinary action, including, but not limited to, public acknowledgement and/or apology, a letter of warning, a formal letter of reprimand, required counseling, suspension for a definite period of time, reduction of responsibilities, or proceedings to dismiss the offender. Either the complainant or the respondent may submit a formal grievance of the outcome.

b. Complaint Against an Administrative Faculty Member

In a matter of an investigation of a complaint against an administrative faculty member, the affirmative action officer will present to the appropriate administrative official(s) a written report which will include a statement of the allegations, the process followed in the investigation, the evidence collected in the case. The validity of the evidence, the consistency of the testimony, and the credibility of the witnesses should be determined by a peer review panel to be appointed by the Administrative Faculty Council as delineated in the Administrative Faculty of Eastern Oregon University Charter and Bylaws. The administrative official(s) will determine whether the policy was violated, take necessary action, and inform the complainant and the respondent of the final disposition of the complaint. The President will determine whether to initiate proceedings to consider sanctions against the accused faculty members.

c. Complaint Against a Staff Member

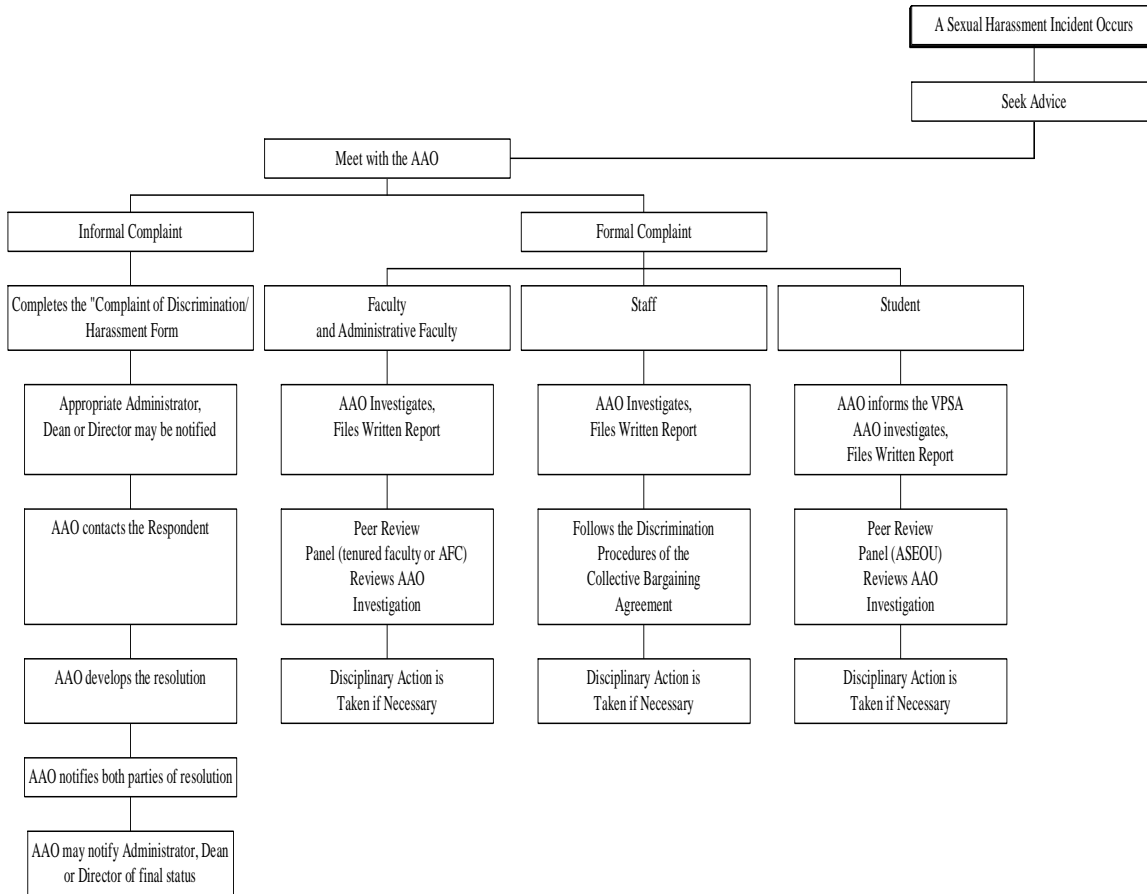
In a matter of an investigation of a complaint against a staff member, the appointed officer will present to the appropriate administrative official(s) a written report that will include a statement of the allegations, the process followed in the investigation, the evidence collected in the case. The validity of the evidence, the consistency of the testimony, and the credibility of the witnesses should be determined in accordance with any existing collective bargaining agreements regarding discrimination. The administrative official(s) will determine whether the policy was violated, take necessary action, and inform the complainant and the respondent of the final disposition of the complaint. If the complaint is against the Affirmative Action Officer, the complaint shall be filed with the President, who will appoint an alternative official to investigate and take action as necessary.

Complaint Against a Third Party

EOU will provide notice to all contractors that contractors and contractors' employees are expected to adhere to the institution's policy prohibiting sexual harassment in their interactions with the campus community.

Complaints regarding alleged sexually harassing behavior toward EOU students, faculty or employees by members of the public such as vendors and contractors, visiting student or citizen groups, and private individuals while on EOU premises or activities should be reported to the Affirmative Action Officer. The appointed officer shall conduct a full and impartial investigation to the extent indicated and possible and submit a report of findings and recommended actions to the complainant and to the Vice President for Business, Finance and Facilities within twenty-one calendar days of receipt of the complaint. This timeline may be extended up to ten calendar days with the approval of the President or designee.

Complaint Procedure



Post Complaint Grievance

At the conclusion of either the informal or the formal sexual harassment procedure, the complainant or respondent may choose to initiate a formal grievance of the reported outcome of the complaint procedure.

Alternative Investigation Process

In the event of a potential or actual conflict of interest on the part of the Affirmative Action Officer, or if requested by the complaint or respondent, the President may appoint an alternate individual to conduct the investigation and issue a report of findings and recommendations as set forth in this policy.

Alternatively, the President may appoint an *ad hoc* panel to conduct the investigation and issue a report of findings and recommendations. This investigation panel shall consist of a chair and four members, two males and two females. The chair will normally be non-voting, but will cast the tie-breaking vote when necessary. The purpose of the panel is to determine, to the best of its ability,

the facts regarding the alleged sexual harassment. Prior to the hearing, the panel will meet to determine procedures for the conduct of the hearing in consultation with the parties involved. The panel will hear the complainant, the respondent, and witnesses identified by each party, and will examine all evidence it deems necessary. The rights of all parties will be observed and confidentiality will be protected to the fullest extent possible.

At the conclusion of its investigation and within twenty-one calendar days of receipt of the complaint, the panel will issue a written report to the President and to the appropriate Vice President or other appropriate administrative official to whom the respondent reports. This timeline may be extended up to ten calendar days with the approval of the President or designee. If the complainant or respondent is a student, the report will also be submitted to the Vice President for Student Affairs. The panel's report will detail the statement of the allegations, the process followed in the investigation, the evidence collected in the case, the validity of the evidence, the consistency of the testimony, and the credibility of the witnesses. The administrative official(s) receiving the report will determine whether there has been a violation of the policy prohibiting sexual harassment, and will take whatever disciplinary action is necessary and appropriate.

Appeals and Grievances

Should a complainant or respondent be dissatisfied with the findings or actions resulting from the investigation process set forth in this policy, an appeal/grievance may be presented to the President within fifteen calendar days of their receipt of the written report. The President shall take what actions s/he deems necessary to address the appeal and shall issue a determination within thirty calendar days. The decision of the President may be appealed, in writing, to the State Board of Higher Education within fifteen calendar days of receipt of the President's decision for hearing in accordance with OAR 580-21-055.

Grievances relating to action taken under this policy are subject to the grievance procedures set forth in EOU handbooks:

Grievance Procedure

<http://www.eou.edu/assembly/constitution/SECTIONS/12GRIEVE.HTM>

Formal Grievance Hearing

<http://www.eou.edu/assembly/constitution/SECTIONS/12PROC.HTM>

If a grievance is made pursuant to a collective bargaining agreement or a remedy is sought through a judicial or administrative process other than specified herein, EOU in its sole discretion may discontinue its obligations pursuant to this policy.

Records

The Affirmative Action Officer shall maintain secure records of complaints and investigations in keeping with relevant statute, regulation and policy. Records of disciplinary actions resulting from violations of this policy shall be maintained in the student, faculty or staff records as set forth in relevant statute, regulation and policy. An annual report shall be submitted to the State Board of

Higher Education identifying a summary of sexual harassment action taken on the EOU campus during the preceding academic year.

Sanctions

Academic Employees (Faculty and Administrative Faculty)

Academic employees found to have engaged in sexual harassment may be subject to an oral or written warning or reprimand. Sanctions more severe than an oral or written warning or reprimand, such as removal from an assigned post and reassignment, suspension or termination shall be imposed in accordance with OAR 580-21-325 through 580-21-385.

Classified Employees

Classified employees found to have engaged in sexual harassment may be subject to disciplinary action in accordance with current collective bargaining agreements. If a proven incident of sexual harassment occurs, sanctions in accord with the progressive discipline concept shall be instituted, including written reprimand, suspension, reductions of pay, demotion, and finally, termination of service.

Students

Students found to have engaged in sexual harassment may be subject to sanctions under the Student Code of Conduct, OAR 579-040-005 through 579-040-0045. These sanctions may include a warning, required educational activities, restrictions, disciplinary probation, suspension and/or expulsion.

Malicious and False Accusations

A complainant whose allegations are found to be both false and brought with malicious intent will be subject to disciplinary action, which may include, but is not limited to, written warning, demotion, transfer, suspension, probation, dismissal or expulsion.

Definitions:

Heterosexism: language, behavior, etc., which assumes that heterosexuality is the only acceptable form of sexual expression and therefore disparages persons that do not identify as heterosexual.

REVIEW OF SEXUAL HARASSMENT POLICY

The policy will be reviewed by the university on a biennial basis.

Sexual Harassment Policy Training

All employees (including Faculty, Administrative faculty, and staff) and students will receive training pertaining to the sexual harassment policy on a regular basis beginning in the fiscal year of 2005. The Provost, working with other vice presidents and consulting with faculty, staff, and student groups, will develop this training.

All new employees will receive the complete training as a part of the new employee orientation program.

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NEPOTISM

Policy

An appointing authority, manager or supervisor is prohibited from employing - in either a paid or unpaid position, regardless of funding source - by appointment, promotion or transfer, a member of his/her family at Eastern Oregon University over which he/she exercises line authority. Neither shall a supervisor be placed in a position whereby he/she must make recommendations as a supervisor that affect the salary level of members of his/her family. Exceptions based on job related factors or recruiting conditions may be approved by the Director of Human Resources and must be obtained in advance of appointment.

Nothing in this policy should be construed as to prevent the employment of more than one member of a family at Eastern Oregon University provided that employment has been based upon merit principles, and a member of the employee's family does not influence selection by the appointing authority.

Definition

Nepotism is the exercise of preferential selection practices based upon familial relationships rather than merit.

Family for the purposes of this policy consists of the employee's spouse, domestic partner, child, step-child, parent, step-parent, parent-in-law, grandparent, grandchild, sibling, step-sibling, sibling-in-law, niece, nephew, son-in-law or daughter-in-law.

Employees include student workers, temporaries, unclassified and classified service.

Directive

The President of the University designates the Director of Human Resources as the administrative officer responsible for administering this directive.

Sanctions

Any appointing authority, manager, or supervisor who knowingly fails to comply with the policy shall be so notified in writing by the Director of Human Resources, and such notification may be used as grounds for disciplinary action.

Oregon law (ORS 659.340) prohibits discrimination against an individual "solely because another member of that individual's family works or has worked for that employer."

Revised 10/16/06

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Contact Information

One University Boulevard
Inlow Hall, Room 209
La Grande, OR 97850
Phone: 541-962-3548
Fax: 541-962-3023
[Contacting Human Resources](#)

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**EASTERN OREGON UNIVERSITY
POLICY STATEMENT FOR EMPLOYEE PARTICIPATION IN
EDUCATIONAL/DEVELOPMENTAL ACTIVITIES**

Purpose:

To provide guidelines for administering a program of professional development for employees. This policy draws together the relevant policies and procedures already in place, and provides implementation guidelines for administrators to follow in adapting these provisions to their own management setting.

Policy:

A university's most valuable resource is its people. Eastern Oregon University encourages its employees to participate in educational/developmental activities, thereby further enhancing the educational and scholarly mission of the institution.

By encouraging educational/developmental activities for individual employees, the University as a whole should benefit from the increased motivation, morale and capacity for service that such activities promote. The temporary inconvenience incurred by providing release time is far outweighed by these long-range benefits. The opportunity for interaction between faculty, staff and students should enrich the educational experience for all.

Strategies and responsibilities for employee development:

In addition to enrollment in academic courses, participation in educational/developmental activities may include developmental assignments, workshops, conferences, or training seminars such as those sponsored by the University.

The ultimate responsibility for determining the relevance, desirability and timing of employee participation in educational/developmental activities rests with the individual's supervisor, within these policy guidelines.

Flexible strategies are encouraged to allow employee participation in educational/developmental activities, while balancing office workloads and maintaining essential services. These strategies may include:

- Rotating the opportunity for work-release time among office personnel.

- Adjusting the work setting by staggering work shifts and/or lunch periods, arranging for coverage by other employees/supervisor, or arranging for after-hours return as necessary.
- Coordinating the educational/developmental activities of participating employees to avoid placing an unfair burden on those employees who are not participating.

Guidelines for educational/developmental activities:

Definition

Approved educational-developmental activities may be directly or indirectly job or career related. This could include any activity which would enable staff members to become more effective in their current position; would prepare them for advancement within the department, division or University; or would enhance personal development and lifelong learning.

Work-release time

Supervisors should make every effort to provide the opportunity for all interested staff members to participate in educational/developmental activity each year. Employees who are employed 1.0 FTE are eligible for work-release time equivalent to one hour per credit per week, up to a maximum of 5 hours per week for educational activities occurring during their normal work schedule. Supervisors are encouraged to make every effort to adjust work schedules for part-time employees. Academic courses taken for educational/developmental purposes at EOU or another regionally accredited institution which involve approved work release time must be taken for credit.

Eligibility Requirement for Staff Fee Rates

Employees are encouraged to take advantage of low staff tuition rates. Employees appointed at half time or more (not including temporary employees, graduate assistants and other student employees) may register for classes at the staff rate. Part-time employees who work less than half time are not eligible for staff rates. The benefit is non-taxable to the employee for undergraduate courses (IRC §127). Tuition for classes under the staff fee program may not be paid with employer funds.

For details including forms, excluded programs, cost and application deadline see:

<http://www.ous.edu/dept/hr/benefits/stafffee.php>.

Funding for participation in educational/developmental activities:

Departments may pay for the cost of courses, conferences, and educational/developmental activities from their own budgets, (except as noted above under staff fees) if it is determined that the activity will benefit their operational effectiveness. The IRS does not consider this a fringe benefit if the following conditions have been met (IRC §132[d]):

1. The course must not be necessary to meet the minimum education requirements of the current job.
2. The courses are not taken to qualify the employee for a promotion or transfer to a different type of work.
3. The education must be related to the employee's current job and must help maintain or improve the knowledge and skills required for that job (e.g., refresher or update courses). If the requirements change while the employee is working, employer-paid education designed to meet them is a working condition fringe.

Employees may not take advantage of both the provisions of IRC §132(d) and IRC §127 simultaneously for the same coursework.

Expenditures which would involve out-of-state travel are governed by regulations which require advance approval. If employees are required, as a part of their duties, to participate in an educational/developmental activity, the costs will be reimbursed or paid by the department.

Implementation:

Whenever human or material resources are reallocated, some cost is inevitable. Employees are expected to meet this challenge with fairness, a concern for the best interests of everyone, and a dedication to the educational mission of this University. Supervisors are expected to encourage staff to seek opportunities for participation in educational/developmental activities which will enable them to better fulfill their potential for service to the University, community, and state.

All supervisors are responsible for implementing this policy, and for adopting flexible strategies which promote participation in educational/developmental activities.

Revision reviewed by President's Cabinet

Approved: August 20, 2007

105-040-0015

Veteran's Preference in Employment

Applicability: Recruitment and selection processes for all State of Oregon positions in agencies subject to ORS 240, State Personnel Relations Law, including but not limited to promotional opportunities.

(1) Definitions: (see also HRSD Rule 105-010-0000 Definitions Applicable Generally to Personnel Rules and Policies)

(a) Initial Application Screening: An agency's process of determining whether an applicant meets the minimum and special qualifications for a position. An Initial Application Screening may also include an evaluation of skills or grading of supplemental test questions if required on the recruiting announcement.

(b) Application Examination: The selection process utilized by an agency after Initial Application Screening. This selection process includes, but is not limited to, formal testing or other assessments resulting in a score as well as un-scored examinations such as interviews and reference checks.

(c) Veteran and Disabled Veteran: As defined by ORS 408.225 and 408.235.

(2) Application of preference points upon Initial Application Screening: Qualifying Veterans whose discharge date is less than 15 years from the date of State employment application and Disabled Veterans are provided with preference points as follows;

(a) Five Veteran's Preference points are added upon Initial Application Screening when an applicant submits as verification of eligibility a copy of the Certificate of Release or Discharge from Active Duty (DD Form 214 or 215) with the State of Oregon Application; or

(b) Ten Disabled Veteran's points are added upon Initial Application Screening when an applicant submits as verification of eligibility a copy of the Certificate of Release or Discharge from Active Duty (DD Form 214 or 215) with the State of Oregon Application. Disabled Veterans must also submit a copy of their Veteran's disability preference letter from the Department of Veteran Affairs, unless the information is included in the DD Form 214 or 215.

(c) Veteran's and Disabled Veteran's preference points are not added when a Veteran or Disabled Veteran fails to meet the minimum or the special qualifications for a position.

(3) Following an Initial Application Screening the agency generates a list of qualified applicants to consider for Appointment. An Appointing Authority or designee may then:

(a) Determine whether or not to interview all applicants who meet the minimum and special qualifications of the position (including all Veterans and Disabled Veterans); or

(b) Select a group of Veteran and Disabled Veteran applicants who most closely match the agency's purposes in filling the position. This group of applicants may be considered along with non-veteran applicants who closely match the purposes of the agency in filling the position as determined by:

(A) Scored Application Examinations (including scored interviews): If an agency utilizes, after an Initial Application Screening, a scored Application Examination to determine whom to consider further for Appointment, the agency will add (based on a 100-point scale) five points to a Veteran's score or 10 points to a Disabled Veteran's score or;

(B) Un-scored Application Examinations: Un-scored Application Examinations done by sorting into levels (such as "unsatisfactory," "satisfactory," "excellent") based on desired attributes or other criteria for further consideration will be accomplished by:

(i) Advancing the application of a Veteran one level;

(ii) Advancing an application of a Disabled Veteran two levels.

(4) Preference in un-scored interviews: A Veteran or Disabled Veteran who, in the judgment of the Appointing Authority or designee, meets all or substantially all of the agency's purposes in filling the position will continue to be considered for Appointment.

(5) If a Veteran or Disabled Veteran has been determined to be equal to the top applicant or applicants for a position by the Appointing Authority or designee then the Veteran or Disabled Veteran is ranked more highly than non-veteran applicants and, a Disabled Veteran is ranked more highly than non-veteran and Veteran applicants.

(6) Preference described in Sections 2 through 5 of this rule is not a requirement to appoint a Veteran or Disabled Veteran to a position. An agency may base a decision not to appoint the Veteran or Disabled Veteran solely on the Veteran's or Disabled Veteran's merits or qualifications.

(7) Veteran or a Disabled Veteran applicants not appointed to a position may request an explanation from the agency. The request must be in writing and be sent within 30 calendar days of the date the Veteran or Disabled Veteran was notified that they were not selected. The agency will respond in writing with the reasons for not appointing the Veteran or Disabled Veteran.

[ED. NOTE: Forms referenced are available from the agency.]

Stat. Auth: ORS 240.145(3), 240.250

Stats. Implemented: ORS 408.225, 408.230, 408.235

Hist.: HRSD 3-2007(Temp), f. & cert ef. 9-5-07 thru 3-3-08; HRSD 1-2008, f. 2-27-08, cert. ef. 3-1-08

Recruitment Policy

I. Purpose

The purpose of this policy is to ensure that Eastern Oregon University will attract and retain the most highly qualified workforce available to us. It is our intention to make known information about employment opportunities at the University to the largest practicable number of persons necessary to ensure generation of a diverse pool of candidates, compliance with the law and affirmative action hiring goals, attraction of new employees, and recognition and development of current employees. The aim of the recruitment process is to appoint the most suitable person for the position. The management of this process will enhance the University's reputation as an employer of choice.

II. Scope

This policy shall be followed for position openings for all classifications of employees: executive, administrative, teaching and classified.

III. Policy

- A. Equal Employment Opportunity:** It is the policy of the University to provide an environment free from discrimination, including sexual harassment and sexual assault. The University does not discriminate against eligible persons on the basis of age, race, sex, creed, color, religion, sexual orientation, Vietnam-era veteran's status, or ADA-protected disabilities in admissions, access, and/or employment in its programs and activities. No qualified person shall, on the basis of age, race, sex, creed, color, religion, sexual orientation, Vietnam-era veteran's status, or ADA-protected disability, be excluded from participation in, denied the benefits of, or otherwise be subjected to discrimination in University programs or activities.

- B. Confidentiality:** To protect the privacy of candidates and to preserve the integrity of the recruiting process, all search committee members are required to maintain confidentiality throughout and after the conclusion of the recruitment process. Confidential information includes matters discovered or discussed during the recruiting process. All information relating to the search may only be discussed with other search committee members, Human Resources, the Affirmative Action Officer or administrators in the chain of command of the hiring department. Employees who violate this requirement for confidentiality will be removed from the search committee. The qualifications and experience of candidates that they represented during the hiring process may be publicly shared at the time of the campus visitation. Reference checks of applicants shall be made, and the search

committee is not limited to those persons listed as references by the applicant if they have received permission to check secondary references.

Search committee members will sign an Ethics Agreement. Employees who do not wish to sign an ethics agreement will not be appointed to a search committee.

C. Compliance with Collective Bargaining Agreements:

It is the University's policy to adhere to all provisions specified in the collective bargaining agreements.

D. Employment of Relatives: An appointing authority, manager or supervisor is prohibited from employing, by appointment, promotion or transfer, a member of his/her family as outlined in EOU's Nepotism Policy.

E. Recruiting

1. The University will require a formal recruitment process to fill all permanent positions, including but not limited to:

- Permanent classified vacant positions, unless the position is filled by direct appointment;
- Sabbatical replacements;
- Any full-time permanent position;
- A position where a significant change has occurred in the nature of the position for which a recruitment was already conducted, such as when a non-benefits eligible position is re-identified as benefits eligible;
- A temporary position that has been re-identified as permanent;
- A non-benefits eligible position for an academic year when there is a reasonable expectation that it will continue beyond one year;
- A position that was previously filled by an emergency appointment.
- An unclassified vacancy for a temporary position with a duration of greater than 180 days.

2. Recruitment is not required under the following circumstances:

The temporary nature or the funding source of an appointment may make it more practical to appoint an individual rather than to conduct a search. When a search committee is not used, good faith efforts should be made to identify and recruit qualified candidates. Specific instances when the selection process may be modified are listed below.

Exception approval form required:

- Appointments funded by a grant or contract where the individual is specifically named in the grant or contract or hired by a grantor board;
- Emergency/temporary hires;
- Direct Appointment (requires Presidential approval);
- Reclassification of a current unclassified employee's position as approved by Human Resources, where duties are added that do not change the nature of the position, fte and/or contract length has been modified, and benefits eligibility status does not change;
- Interim/Acting appointments.

Exception approval form not required:

- Appointments to teaching position for one term, whether benefits eligible or not;
- Term-by-term appointments, whether benefits eligible or not, when the conditions of re-employment depend on student enrollment;
- Temporary classified appointments;

IV. Definitions:

Temporary classified appointments: Temporary classified appointments as described in the recognition article in the OUS/SEIU Collective Bargaining Agreement.

Term-to-term basis: Academic employees who do not receive a Notice of Appointment for more than one academic quarter at a time.

Emergency hires: Employees hired without competitive recruitment when an academic employee quits at a time when it is not possible to recruit and fill the position prior to the date classes begin. Human Resources will authorize emergency hires.

Direct Appointment: Permanent appointment to a position that meets either Affirmative Action goals, other appropriate criteria, or for classified staff, criteria for noncompetitive selection as outlined in the OUS/SEIU Collective Bargaining Agreement. Requires Presidential approval.

Internal Candidates: For classified positions, employees of EOU who are members of the SEIU bargaining unit (does not include temporary or student employees). For unclassified positions, employees of EOU who are members of the AAP bargaining unit, a member of administrative faculty, or hold any other paid position whether hourly or salaried.

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Search Committee Code of Ethics Policy

Purpose

To assert the ethical commitment of members of search committees.

Policy

Searches are an opportunity for an institution to demonstrate high ethical standards. Searches done well win the respect and praise of candidates who are drawn from across the nation, and sometimes, the world. In addition, an effective search is an opportunity for Eastern to show itself favorably to many groups and individuals (e.g., national references, professional colleagues). To attract the best candidates, to retain until closure those who are most competitive, and to fulfill a responsibility to treat candidates confidentially and ethically, members of search committees shall sign a statement committing to:

- Create a search environment that respects the rights and dignity of all persons.
- Maintain in strict confidence and in perpetuity:
 - All information about candidates secured during the search process (e.g., names, written materials, references)
 - All search committee conversations and deliberations
- Put aside personal agendas, biases or political positions so that each candidate has an honest and fair evaluation.
- Disclose all conflicts of interest to the chair of the committee or the entire committee.
- Represent the institution as a whole rather than individuals or group stakeholders.
- Ensure that no member of the committee intends to become a candidate for the position.
- Receive candidate permission prior to reference checking.
- Establish accuracy of information on candidates prior to disclosure to the committee.
- Ensure the safety of records after the search is completed, forwarding all search records to the Affirmative Action office to be retained in compliance with institutional, state, and EEOC guidelines.
- Follow all by-laws of the institution and laws of the state and nation (State and Federal civil rights laws regulated by EEOC, BOLI, and US Dept. of Labor.)
- Affirm that only the chair of the committee speaks for the committee and only the President/Board speaks for the institution.

Any employee who does not wish to sign an ethical commitment statement will not be considered for appointment to a search committee.

Adopted 2/14/05



Contact Information

One University Boulevard
Inlow Hall, Room 209
La Grande, OR 97850
Phone: 541-962-3548
Fax: 541-962-3023
[Contacting Human Resources](#)



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Policy for Internal Candidates for Instructional and Administrative Faculty Positions

Purpose

To define the proper role within the University's search processes of candidates who are currently University employees.

Policy

When the University seeks to fill a position through a local, regional, national, or internal search process, any of the University's current employees who meet the published qualifications and are interested in the position are encouraged to apply. Participation as a candidate makes participation in the candidate review and evaluation process improper, however. Therefore, internal candidates must observe the following guidelines:

1. Individuals who accept appointment to a search committee and participate in any of its deliberations may not enter that process later as a candidate. If, however, the search fails to find a suitable candidate, a member of the search committee may accept a temporary appointment to the position on an acting basis.
2. Internal candidates should not participate in the evaluation of other candidates. However, an internal candidate who is asked by another candidate to submit a recommendation may do so, but should disclose his or her own candidacy to the other candidate and allow that person to withdraw the request. Any such references submitted should include notice of this disclosure and of the candidate's own status in the search.
3. An internal candidate should not participate in any meeting, presentation, or other event at which another candidate is being interviewed or evaluated, where any formal or informal feedback is solicited.
4. When an internal candidate is officially informed that he or she will not be considered further as a candidate within the search process, he or she may begin to participate as a non-candidate within the search process.
5. An internal candidate who is asked to give any kind of evaluative comments for another candidate by a member of the search committee or by anyone else involved in the selection process, should decide on the grounds of his or her own candidacy.
6. This policy should not be allowed to disenfranchise units from participating in the search process. Therefore when a candidate who, because of his or her current position would have represented a unit in the evaluation process is unable to take part, an alternate participant should be identified and asked to represent the unit.
7. This policy is not intended to require changes in the traditional internal selection processes for division chairs, directors, or other internally determined leadership positions. Examples are if department heads are traditionally elected, or if the responsibility for certain administrative processes is rotated, or when the unit has some other process than one in which candidates "apply", so long as these local processes have the ongoing approval of the members of that unit.

Adopted 2/14/05

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Contact Information

One University Boulevard

Inlow Hall, Room 212 La Grande, OR 97850 Phone: 541-962-3548 Fax:

541-962-3023

hr@eou.edu

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GRIEVANCE PROCEDURE

Introduction

The procedures presented here are an attempt to provide mechanisms by which alleged violations of rights, rules or policies in the operation of and the services provided by Eastern Oregon University may be resolved in an orderly and timely manner.

The University provides the assistance of a grievance counselor to help the individual with a complaint to understand the various procedures and to pursue the most direct channel to be heard and seek satisfactory resolution. Complainants are encouraged to use this assistance during the informal phase of problem solving.

Definition of Terms

A grievance is an assertion that State or Federal laws, Oregon Administrative Rules, University policies, or University procedures have been violated.

Information to be included in a written grievance:

- Date filed
- Grievant's name
- Other parties affected, if any
- Date the grievance occurred
- Statement of grievance
- Respondent, if any
- State or Federal law, Oregon Administrative Rule, University policy or procedure allegedly violated
- Pre-grievance attempts at resolution
- Action proposed by the grievant
- Signature of the grievant
- Signature of the person receiving the grievance

The grievance counselor is the impartial individual appointed by the University to assist the grievant in procedural matters without advocacy for either position. The grievance counselor assists the grievant:

- in pursuing the proper steps of the grievance procedures; and
- in the preparation of the grievance statement.

The grievance counselor may assist both parties as requested by them.

The grievance counselor will also act as a mediator and will attempt to resolve the problem by facilitating discussion between the parties involved in a complaint. The grievance counselor is listed under that title in the Eastern Oregon University Faculty-Staff Directory.

Categories of Grievances

Grievances are categorized below for the purpose of establishing appropriate grievance procedures.

Category 1: Grievances pertaining to employee relations by classified employees and student employees.

- A. Represented employees use their collective bargaining agreement.
- B. Excluded classified employees and student employees

Step 1 - Immediate Supervisor

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Step 2 - Director, School Dean, Manager

Step 3 - President (final decision point for student employees)

C.

Excluded classified employees

Step 4 - Director of the Department of Administrative Services

Step 5 - Oregon Employment Relations Board

Step 6 - Oregon Court of Appeals

Category 2: Grievances pertaining to employee relations by academic employees

Step 1 - Director, School Dean, Manager

Step 2 - Assembly Grievance Committee

Step 3 - President

Step 4 - Oregon State Board of Higher Education

Category 3: Grievances pertaining to acts of prohibited discrimination in the University's educational programs, including sexual harassment, as defined in Administrative Rules 580-015-0005 to 580-15-165 and Oregon Revised Statutes 659.150 and 659.155. This procedure is not available for claims of discrimination in employment, promotion, tenure, or termination of employment except student employment.

Step 1 - University Compliance Officer

Step 2 - Complainant Distributed by Compliance Officer

Step 3 - Investigation

Step 4 - Chancellor

Category 4: Grievances by students pertaining to courses and grading

Step 1 - School Dean

Step 2 - School Grievance Committee

Category 5: Grievances by students pertaining to the satisfaction of graduation requirements, academic probation, or academic suspension

Step 1 - Academic Standards Committee (normal review process)

Step 2 - Formal Hearing before the Academic Standards Committee

Procedures by Category of Grievance

Category 1: Procedures for Complaints Involving Employee Relations - Classified Staff and Student Employees

A.

Classified employees represented by OPEU shall follow the grievance procedures in the OPEU and Higher Education Coalition Collective Bargaining Agreement.

B.

Student employees shall use the following procedures ~~Page 56~~ a complaint or grievance:

Prior to any formal grievance action, every attempt should be made by the individual with the complaint to obtain a satisfactory resolution informally through his/her immediate supervisor.

Step 1. The employee shall present the complaint or grievance orally or in writing to the immediate supervisor within 60 calendar days of the date of its occurrence. The supervisor shall attempt to resolve the matter and report the decision to the employee, orally or in writing, within 15 days of its presentation.

Step 2. In the event the grievance is not settled at Step 1, the appeal must be presented in writing by the employee or his representative to the Director, Dean of School or Manager responsible for the unit in which the grievant works within 15 days after the supervisor's response is due. The official receiving the written appeal, or a designated representative, shall respond in writing, to the employee within 15 days after receipt of the appeal.

Step 3. An appeal from an unfavorable decision at Step 2 shall be presented by the employee or his representative to the President of the University or his designee within 15 calendar days after the response at Step 2 is received or is due. The President shall respond in writing to the employee within 15 days after receipt of the appeal.

A discrimination grievance not resolved at the University level, may be appealed in writing to the Civil Rights Division of the Bureau of Labor, alleging that the aggrieved action constitutes a violation of Federal and/or Oregon Laws prohibiting discrimination.

After 15 calendar days, the Director, Department of Administrative Services, shall render a written response within 15 calendar days of the date the appeal was filed in writing with the Director.

The employee may appeal to the Employment Relations Board, in writing, not later than 10 calendar days after receiving written response from the Director of the Department of Administrative Services.

The Employment Relations Board shall, upon receipt of a timely appeal, hold a hearing and make a determination.

The employee or appointing authority may appeal an Employment Relations Board final order to the Court of Appeals within 60 days of the date of the Board's order.

Category 2: Procedures for Complaints Involving Employee Relations - Academic Staff

Prior to any grievance actions, every attempt should be made by the individual with the complaint to obtain a satisfactory resolution informally through his/her immediate supervisor. The supervisor must respond within 15 days of the hearing of a complaint.

In the event a complaint cannot be settled informally, employees with academic rank shall use the following procedures to resolve complaints or grievances pertaining to employee relations, for example: salary, promotion, tenure, assignment.

"Grievance" in this case means the assertion by an academic employee that the employee was wronged in connection with compensation, tenure, promotion, or other conditions of employment or that the employee's rights were denied as to reappointment. However, challenges to disciplinary actions or procedures shall be raised under OAR 580-21-320. For further information see: OAR 580-21-050. A grievant entitled to a "contested case hearing" may elect to use the following procedure instead.

Whenever there is not a timely response to a step in the process outlined below, the grievant may pursue an appeal directly at the next step.

Step 1. The academic employee shall reduce the complaint to writing and present the complaint as a grievance to the Director, Dean of School, or Manager responsible for the unit in which the grievant works within 60 calendar days of the date of the occurrence of the matter causing the grievance. If the grievance is against the Director, Dean of School, or Manager, the grievant may present the complaint to the Director, Dean of School, or Manager's supervisor. The Manager shall attempt to resolve the matter and report the decision to the employee, in writing, within 15 calendar days of its presentation.

Step 2. Submission to the Assembly Grievance Committee and Action by that Committee:

a.

In the event the grievance is not settled ~~at Step 5~~ an appeal must be presented in writing by the grievant or his representative to the Chairperson of the Assembly Grievance Committee within 15 calendar days after the decision from Step 1 is received or is due. The grievance counselor may assist the grievant in preparing the appeal or in other procedural matters.

b.

At the grievant's option, the appeal may be submitted directly to the President as in Step 3 below.

The deadline for filing appeals in this category which occur during the summer session, when Assembly Committees are not available, may be extended if agreeable to the complainant; or the President may appoint a special grievance committee, on a case basis, upon petition by the grievance counselor. The appointed committee shall include as many regular members as possible.

The appeal of a grievance under this category may be heard by only the faculty subcommittee. [Note: The faculty subcommittee consists of the instructional and administrative support faculty members of the Assembly Grievance Committee.]

Within 45 calendar days of receipt of the appeal by the Chair of the Assembly Grievance Committee, the subcommittee shall have a formal hearing of the grievance according to the procedures presented in Appendix A - "Proceedings of Formal Hearing Before the Assembly Grievance Committee."

Within 15 calendar days of the close of the formal hearing, the Committee shall make a statement of the finding of facts, conclusions, and recommendations to the President based upon the hearing record.

Copies of these statements will be sent to the complainant, respondent, and one copy to a grievance file maintained by the Assembly Grievance Committee.

Step 3. The President or his designee shall respond in writing to the grievant within 15 calendar days after receipt of the recommendation from the faculty subcommittee of the Assembly Grievance Committee. If the President rejects or modifies the recommendation of the subcommittee, the reasons shall be stated in the response.

Step 4. If after receiving a decision from the President of the University, the grievance is still unresolved, the grievant may appeal the decision of the President to the Oregon State Board of Higher Education pursuant to OAR 580-015-0005 and OAR 580-21-050.

Category 3: Procedures for Complaints or Grievances Pertaining to Acts of Prohibited Discrimination in the University's Educational Program, including Sexual Harassment, as Defined in Oregon Administrative Rules 580-15-0010 to 580-15-0160 and Oregon Revised Statutes 659.150 and 659.155. This procedure is not available for claims of discrimination in employment, promotion, tenure, or termination of employment except student employment.

Step 1. Complaints of prohibited acts of discrimination by any employee or student of the University or any person in the State of Oregon, about Eastern Oregon University, shall be made to the University Compliance Officer. Complaints shall be reduced to writing by the Compliance Officer if not submitted in writing, and signed by the complainant, setting forth the factual basis of the alleged non-compliance, within 180 days from the date of the alleged non-compliance. The University grievance counselor should be consulted by the grievant for assistance in formulating the complaint statement and following up on such complaints. The Compliance Officer may refer complainants to the grievance counselor for the assistance.

Step 2. Upon receipt of the complaint, the Compliance Officer shall promptly cause copies of the complaint to be delivered to the President of the University and to any individual respondents and to the Chancellor of the Department of Higher Education. The Compliance Officer shall retain a copy of the complaint in files established for that purpose.

Step 3. Within 30 days after receipt of the complaint, the University shall complete such investigation of the matter as it deems necessary, order the corrections of any non-compliance that is found to exist or to have occurred and transmit a report of the findings of its investigation and corrective action to the Chancellor, to the complainant and to the University Compliance Officer.

The 30-day period for response may be extended not to exceed another 30 days, upon application by the University to the Chancellor.

Step 4. If the complainant is not satisfied with the report, a report is made within the time allotted, the complainant may request in writing that a hearing on the complaint be held. The request shall state the grounds upon which the complainant deems the report unsatisfactory. The request shall be filed with the Compliance Officer who shall forward a copy promptly to the Chancellor. Upon receipt of the request, the Chancellor may order the hearing; provided, however, that the Chancellor may review the report and other information presented to him and may then, in his discretion, order that no hearing be held and declare that the action of the institution is satisfactory. The Chancellor's order shall be final. NOTE: Whenever, in the judgment of the Chancellor, an institution or agency fails to conduct a satisfactory investigation, fails to take appropriate corrective action or fails to make reports on complaints within the 30-day period where no extension has been granted or within the period allowed under the extension, the Chancellor shall initiate his own investigation of the complaint.

For information regarding appeals to the Chancellor, and subsequent hearing procedures, refer to Administrative Rules 35.040 - 35.085.

Category 4: Grievances pertaining to courses and grading

The assignment of grades for students' work in a course is at the heart of the faculty member's responsibility. Only the faculty member responsible for a course can judge students' performance in that course. Thus, only the faculty member responsible for a course can assign letter grades (A,B,C,D,F) or recommend changes of letter grades (A,B,C,D,F) approved for the course.

In pursuing a resolution to complaints under category 4, the complainant, prior to any grievance action, must attempt to obtain a satisfactory resolution informally from the individual instructor.

Step 1. If a complaint has not been resolved between the faculty member and student, the student may refer the matter to the Dean of the School responsible for the course in question. This must occur within one regular term of the term in which the grade was assigned. At this step a written statement of grievance is not required. The Dean of the School shall seek to resolve the matter and will report a decision or resolution to the student within 15 calendar days.

If at that point the student feels that the matter has not been satisfactorily resolved, it may be resubmitted to the Dean as a written grievance. The Dean shall investigate the grievance either directly or by referring it to the School's Grievance Committee for recommendation.

If the Dean investigates the grievance directly, the Dean will forward a written report to the student and to the Provost within 15 calendar days of receipt of the grievance.

Step 2. If the Dean refers the issue to the School Grievance Committee for a recommendation, the Committee will conduct an informal fact-finding hearing and within 10 calendar days after the close of the hearing will submit a finding of facts and a recommendation in writing to the School Dean. In regard to course grades, the Committee may recommend that the grade stand, or that the course and grade be expunged from the student's transcript, or that a letter grade be changed to an S or U depending on which is appropriate based upon the letter grade submitted by the instructor. The Committee may also recommend to the Dean that the instructor make appropriate changes in course requirements, grading procedures or grading practices. Within five days after the receipt of the recommendation from the Committee, the School Dean will issue a decision on the grievance. Copies of the decision will be sent to the grievant and to the respondent. In any case where the Dean decides that a course and grade shall be expunged from the student's transcript, a recommendation with rationale shall be forwarded by the School Dean to the Provost who will make a final decision to be reported in writing to all parties.

Proceedings of the Fact-Finding Hearing By a School Grievance Committee

- Within 10 calendar days of the receipt of the grievance document, the Committee will forward a copy of the grievance document to the respondent and will notify both the grievant and the respondent of the time and place of the opening session. The hearing will begin seven calendar days after the date of notice and no more than 21 calendar days after receipt of the document by the Committee.
- Both the grievant and respondent may be represented by anyone of their choice, at their own expense and may present pertinent written evidence or have witnesses present pertinent facts on their behalf.
- The fact-finding hearing will be informal. No formal minutes will be taken nor will evidence be maintained in files.
- The Committee itself will determine which member shall preside over the hearing. A quorum of 2/3 of the Committee members must be present to conduct the hearing.
- Members of the Committee may ask pertinent questions of either party in the spirit of revealing all facts about the matter and arriving at an equitable solution.
- If subsequent sessions of the hearing are necessary, the time and place of the next sessions will be established prior to the adjournment of the session if possible.

Category 5: Grievances By Students Pertaining to the Satisfaction of Graduation Requirements, Academic Probation, or Academic

Step 1. The University's Academic Standards Committee should be contacted for any appeals of decisions regarding graduation requirements, academic probation, or academic suspension. The Academic Standards Committee has regular procedures for appeals of such decisions.

Step 2. In the event that students are dissatisfied with the decision of the Academic Standards Committee, the students may request that the Academic Standards Committee hold a formal hearing using the rules described for "Proceedings of a Formal Hearing Before the Assembly Grievance Committee."

- A. Within 15 calendar days of receipt of the decision of the Academic Standards Committee under Step 1 the student must file a formal "Statement of Grievance" form with the chair of the Academic Standards Committee.
- B. The formal hearing will be held by the Academic Standards Committee within 30 calendar days of receipt of the "Statement of Grievance" except that the period from June 16 through September 15 shall not be included as part of the calendar since they are not normal parts of the academic year.
- C. Within 15 calendar days of the adjournment of the hearing, the chair of the Academic Standards Committee shall report in writing to the student and to the President of the University the Committee's decision.

[Responsible for Accuracy: Ken Smith, Grievance Counselor - Last Verified: 9/5/00]

From Faculty/Staff Handbook

VIII. Appendix B

- A. Age Discrimination in Employment Act of 1967 (ADEA)
- B. Disability Discrimination Title I of the Americans with Disability Act of 1990
- C. Equal Pay and Compensation Discrimination Equal Pay Act of 1963, and

Title VII of the Civil Rights Act of 1964

- D. National Origin Discrimination Title VII of the Civil Rights Act of 1964
- E. Pregnancy Discrimination Title VII of the Civil Rights Act of 1964
- F. Race/Color Discrimination Title VII of the Civil Rights Act of 1964
- G. Religious Discrimination Title VII of the Civil Rights Act of 1964
- H. Retaliation Title VII of the Civil Agency Affirmative Action Policy
- I. Sex-Base Discrimination Title VII of the Civil Rights Act of 1964
- J. Sexual Harassment Title VII of the Civil Rights Act of 1964

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](#)

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](#)

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](#)

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).

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).

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).

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).

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).

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).

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](#)

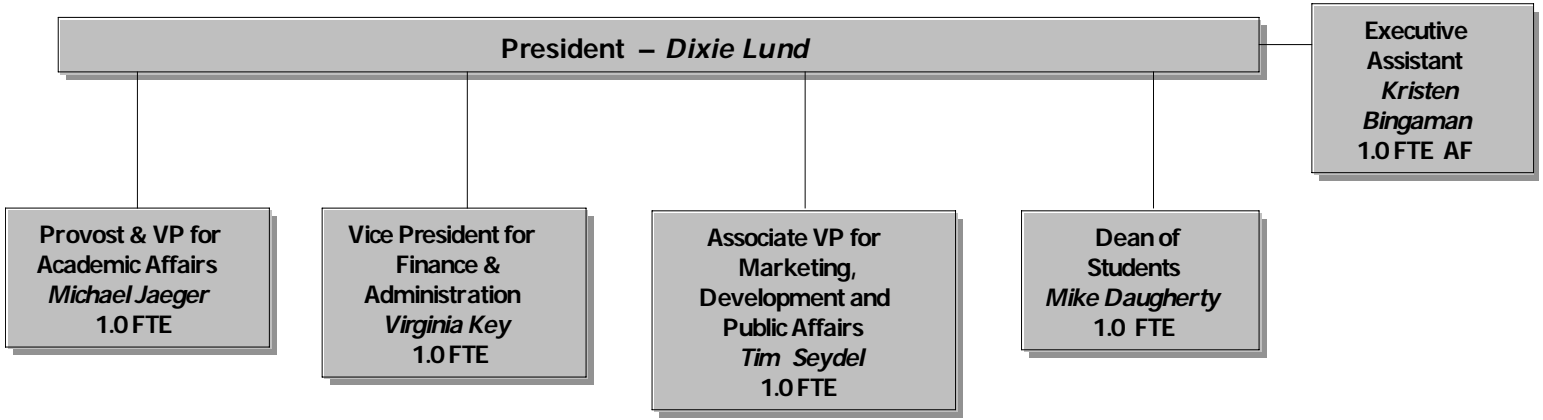
[Trends in Harassment Charges Filed With The EEOC During the 1980s and 1990s](#)

IX. Appendix C: Organizational Charts



EASTERN OREGON
UNIVERSITY

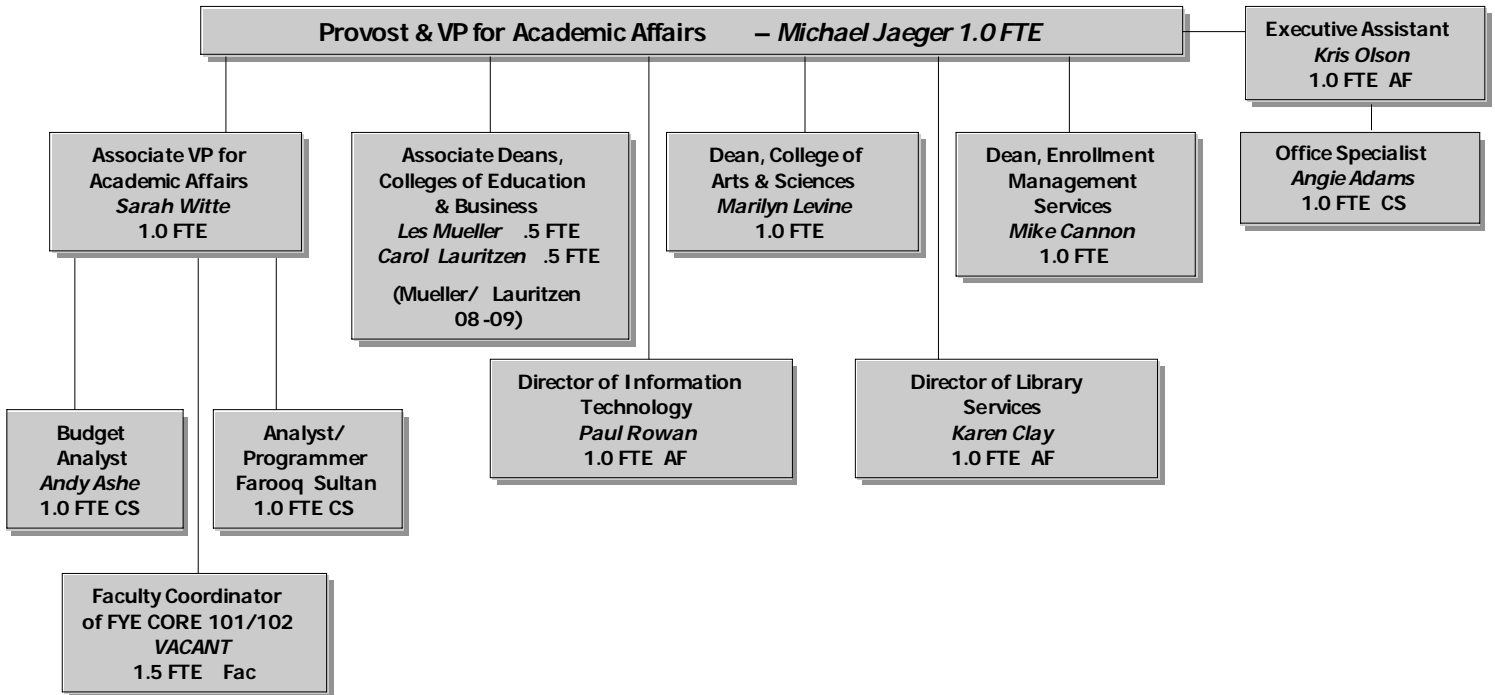
President 's Organizational Chart





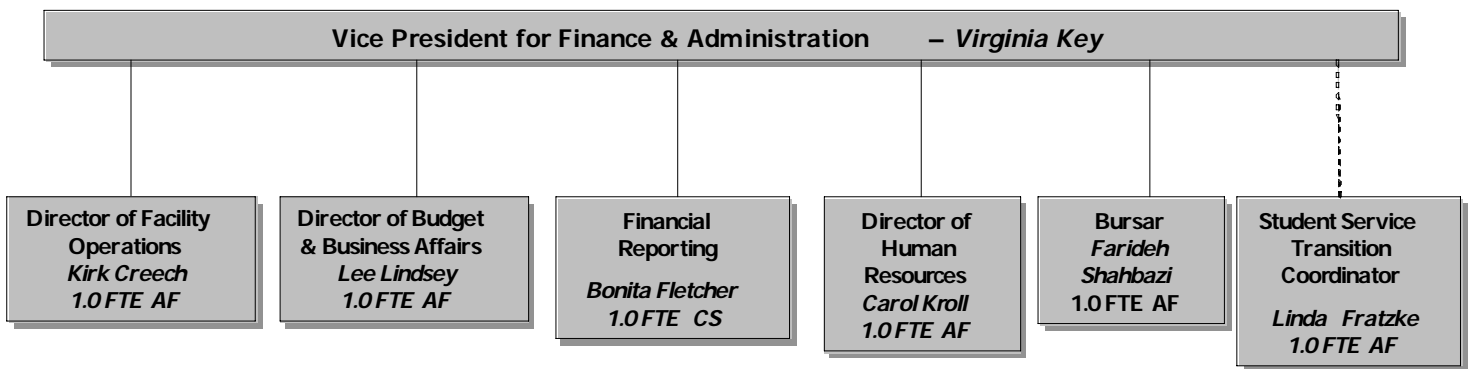
EASTERN OREGON
UNIVERSITY

Academic Affairs Organizational Chart





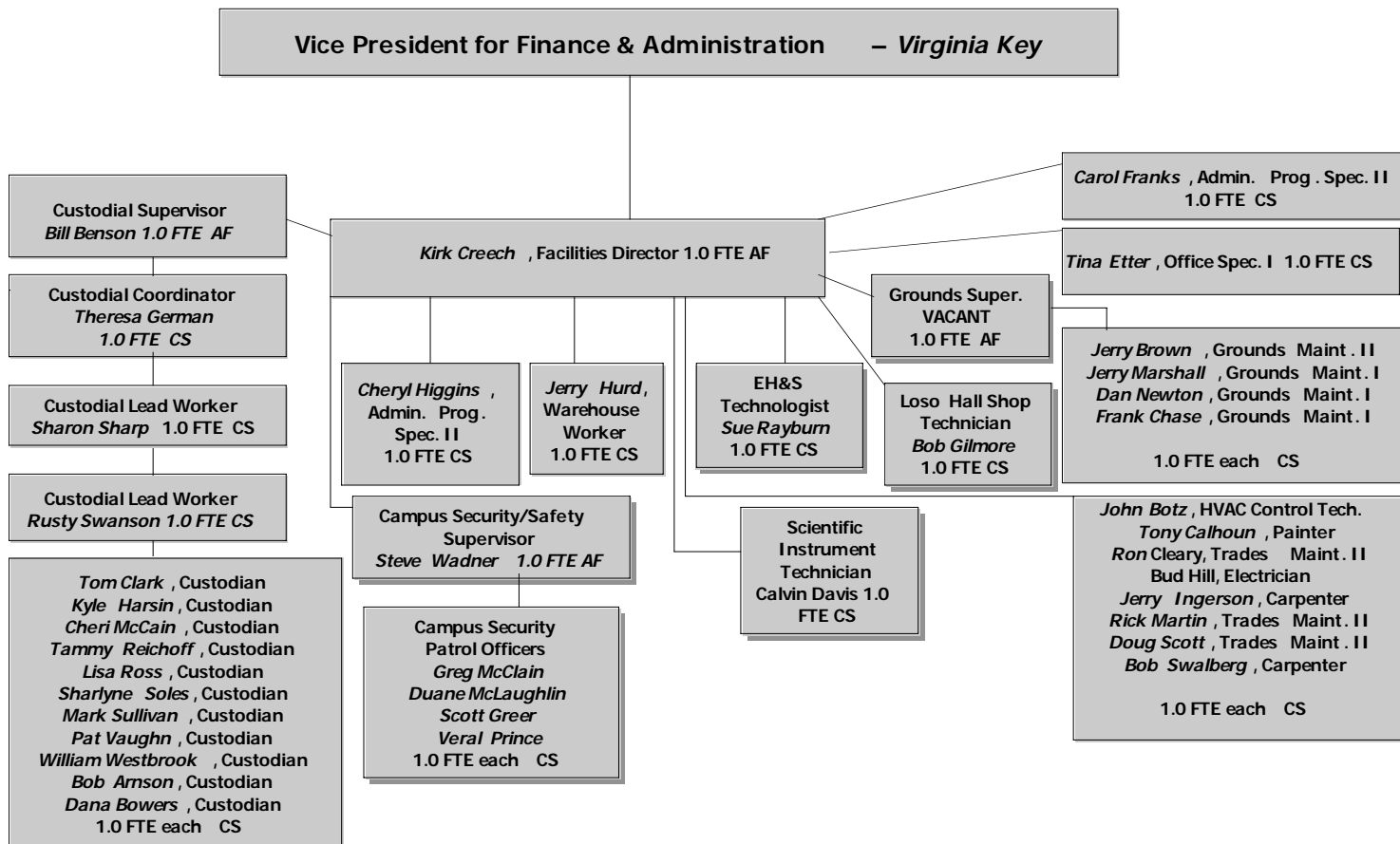
Finance & Administration Organizational Chart





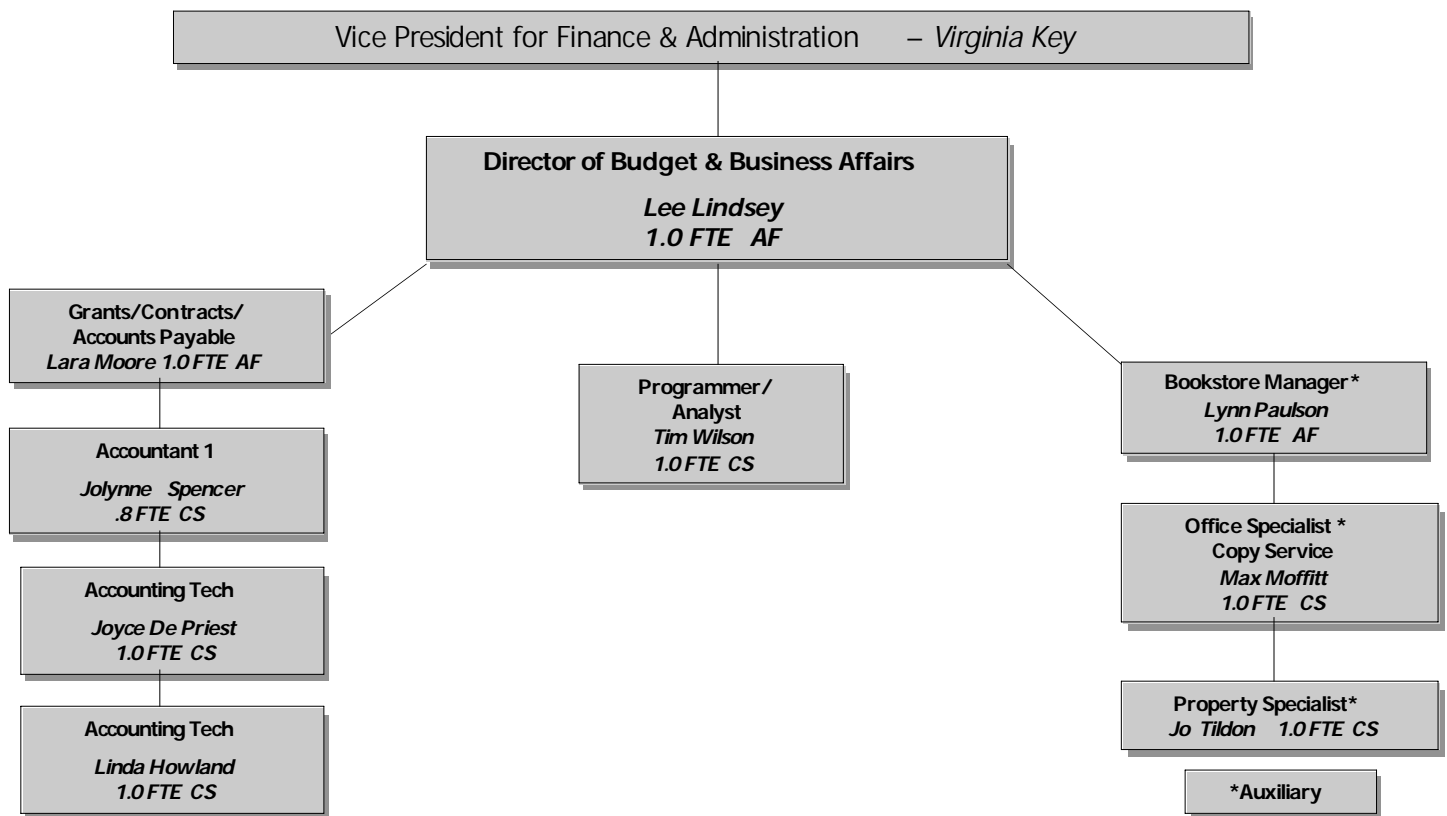
EASTERN OREGON
UNIVERSITY

Facilities Organizational Chart





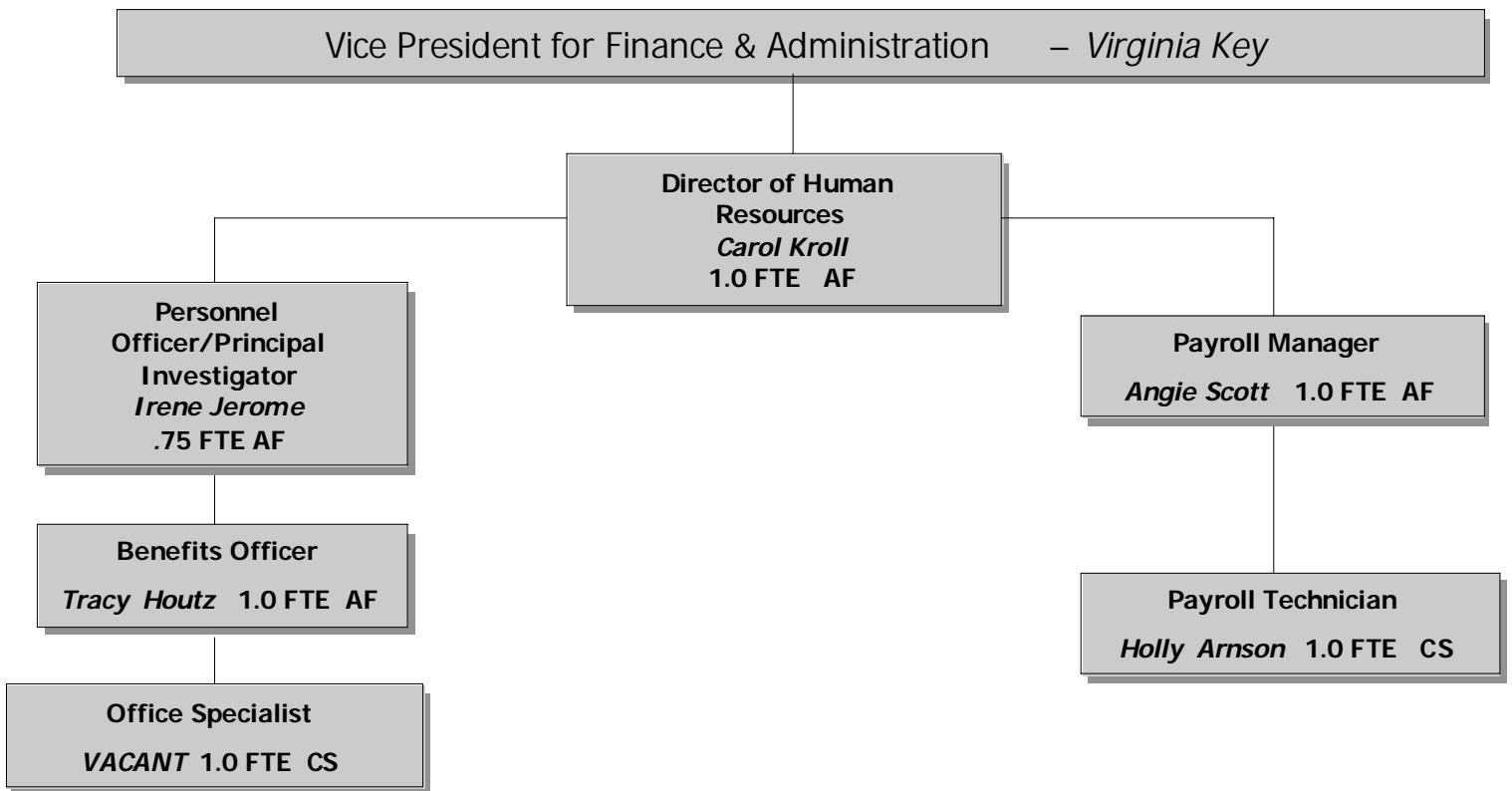
Budget & Business Affairs Organizational Chart





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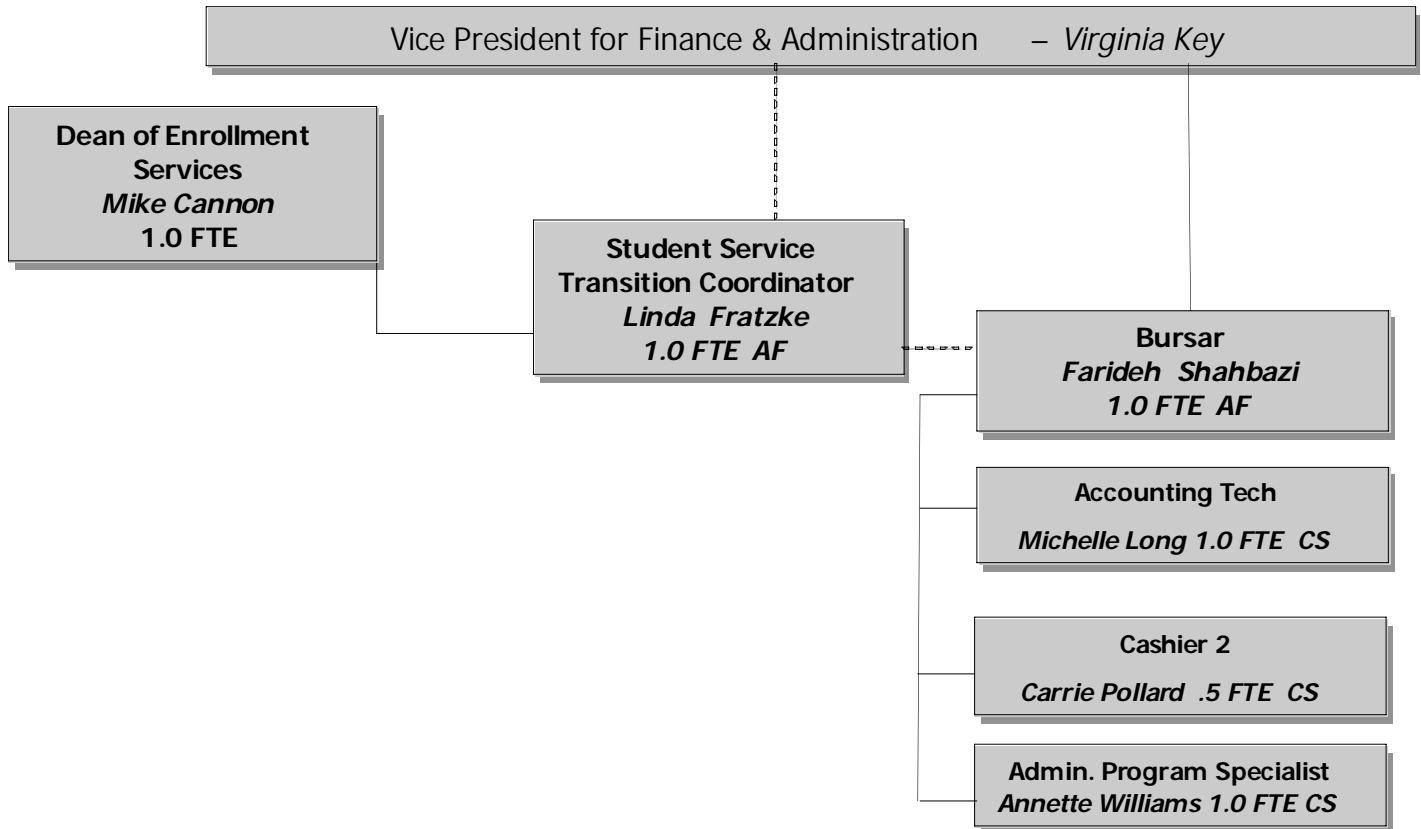
Human Resources Organizational Chart





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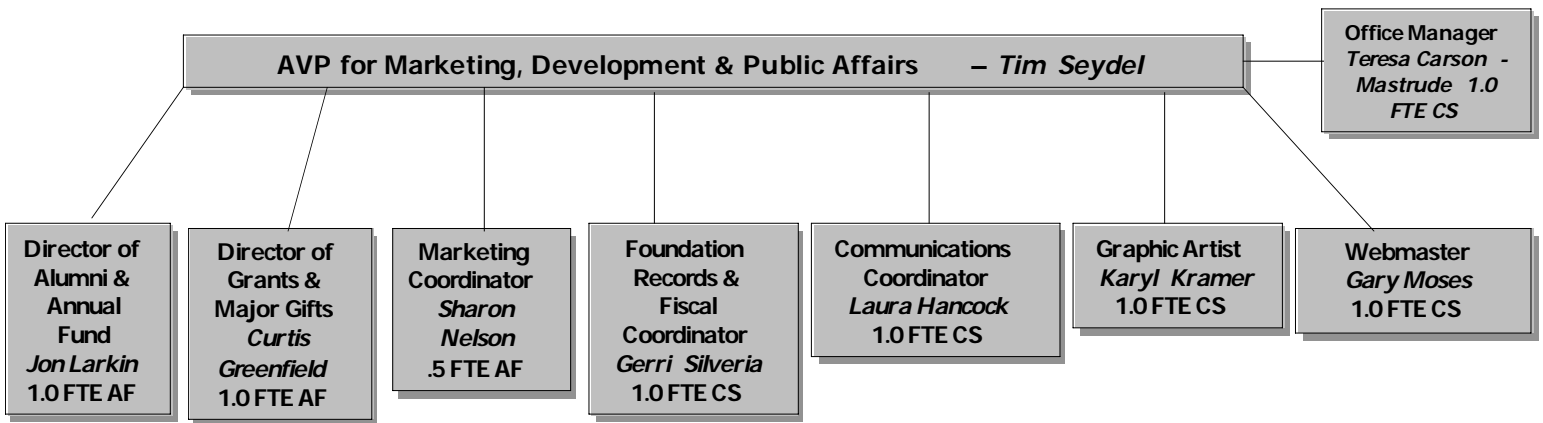
Student Accounts Office Organizational Chart





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UNIVERSITY

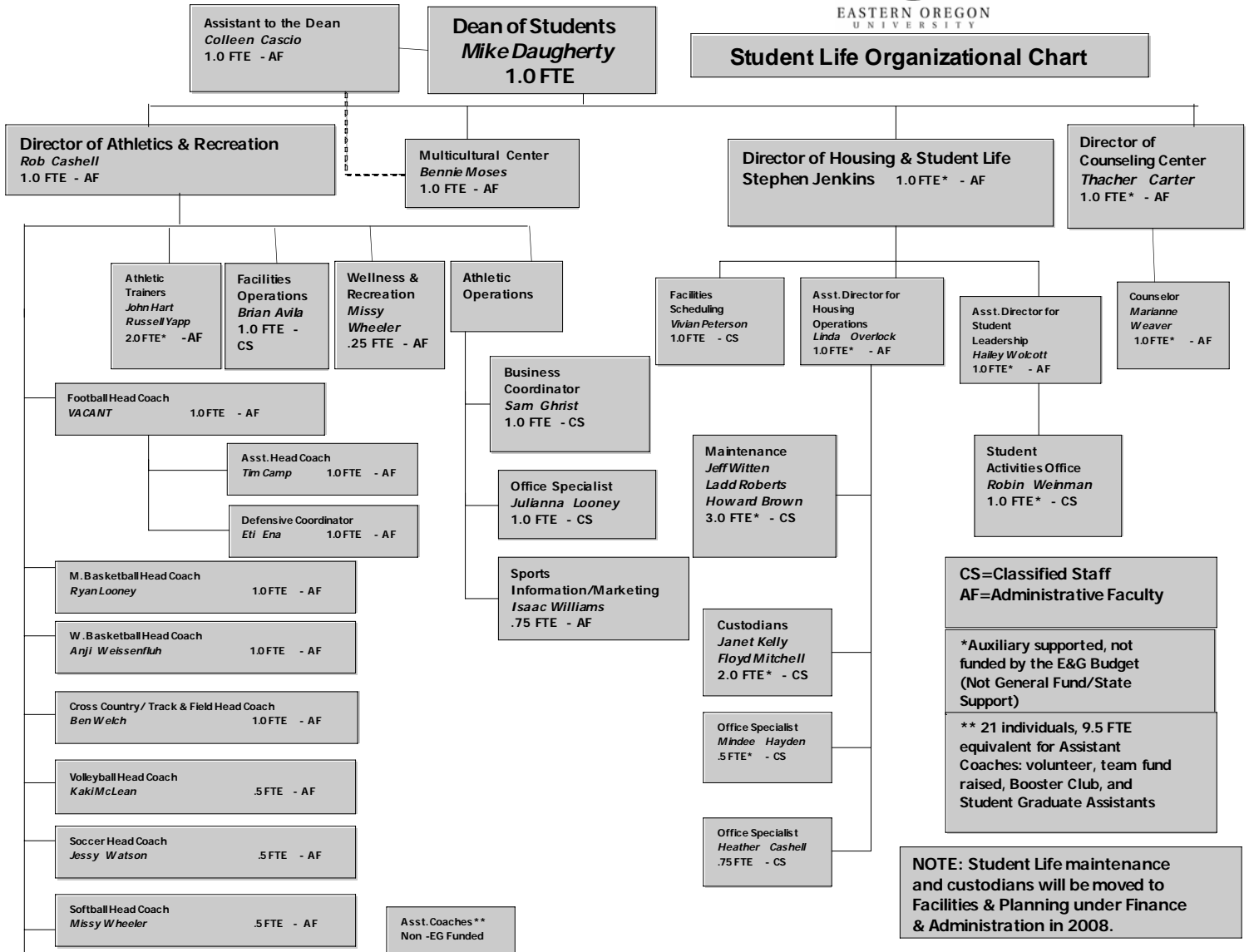
Marketing, Development & Public Affairs Organizational Chart





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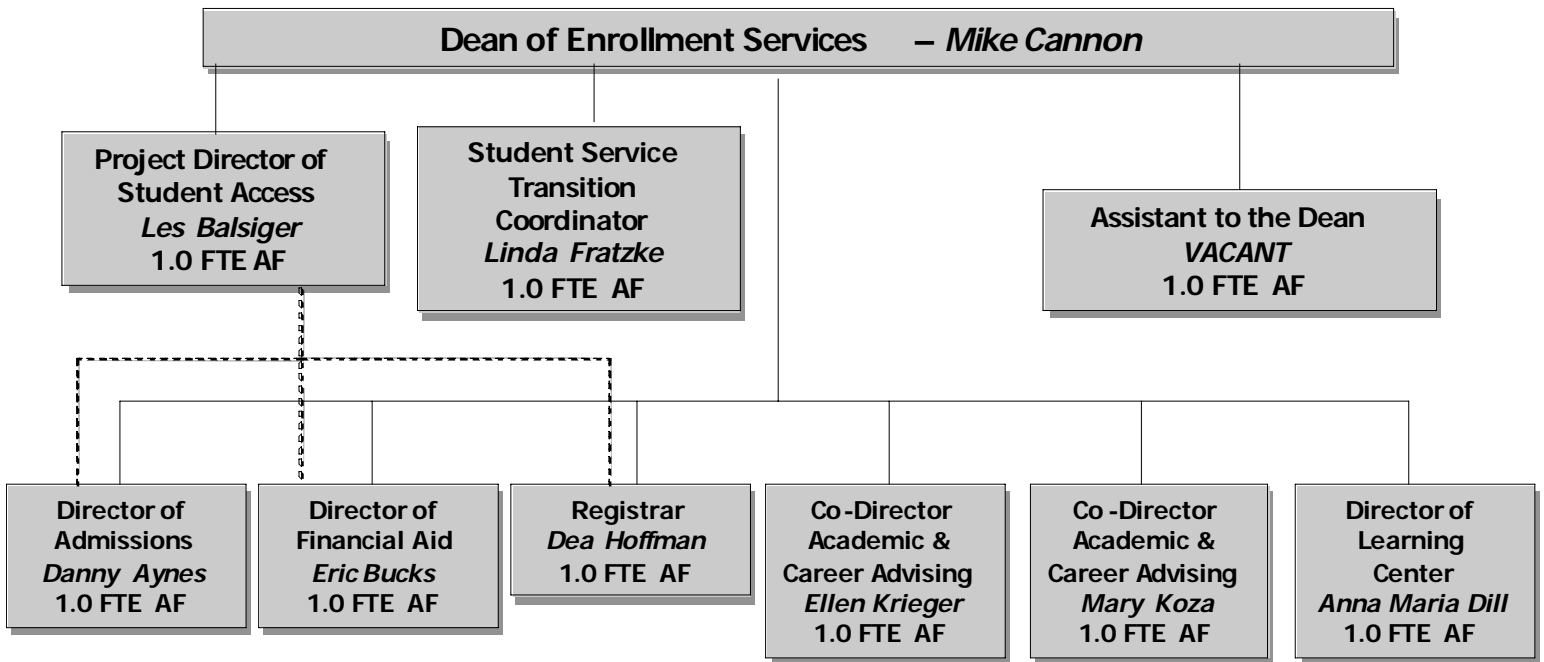
Student Life Organizational Chart





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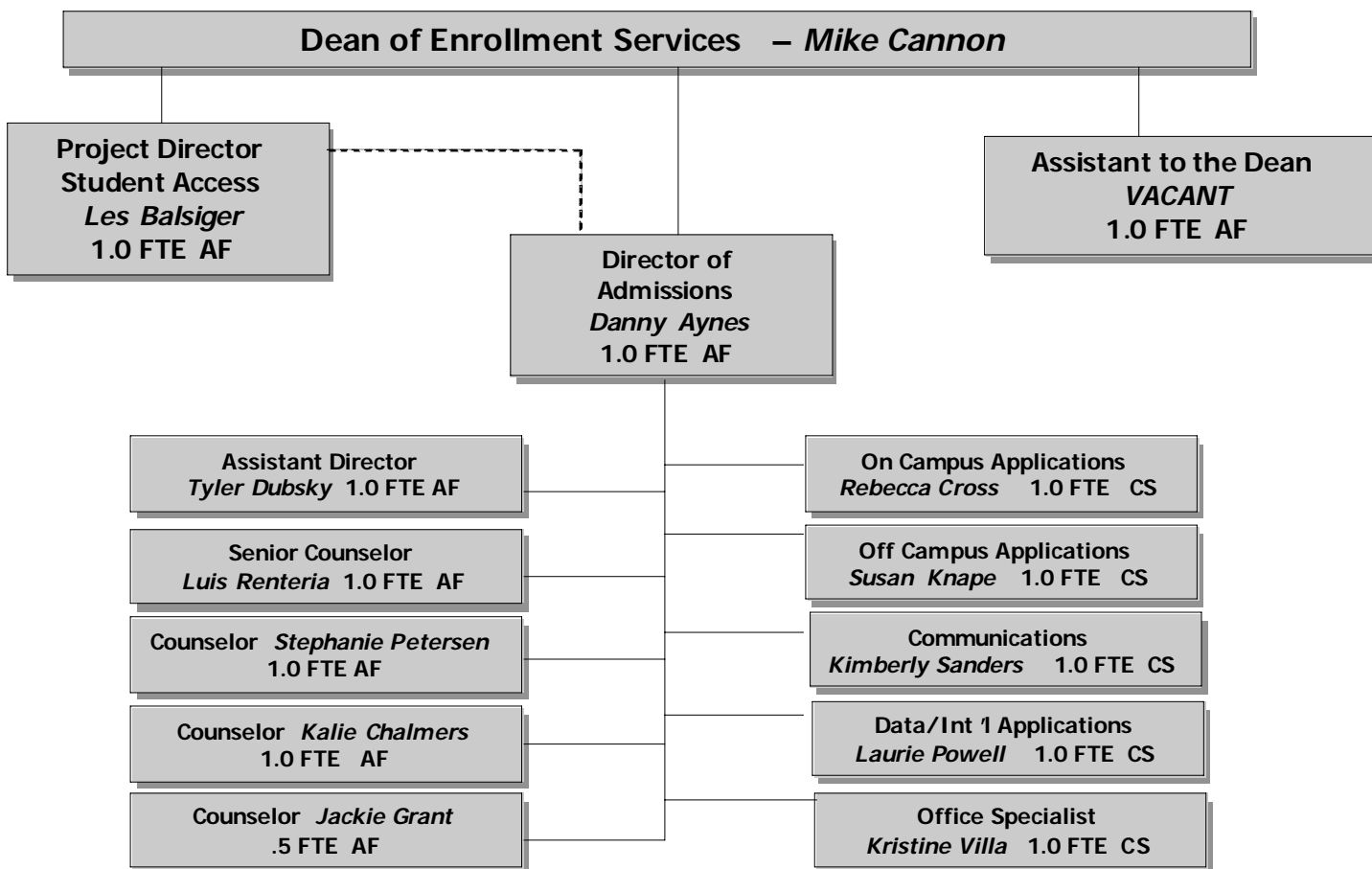
Enrollment Services Organizational Chart





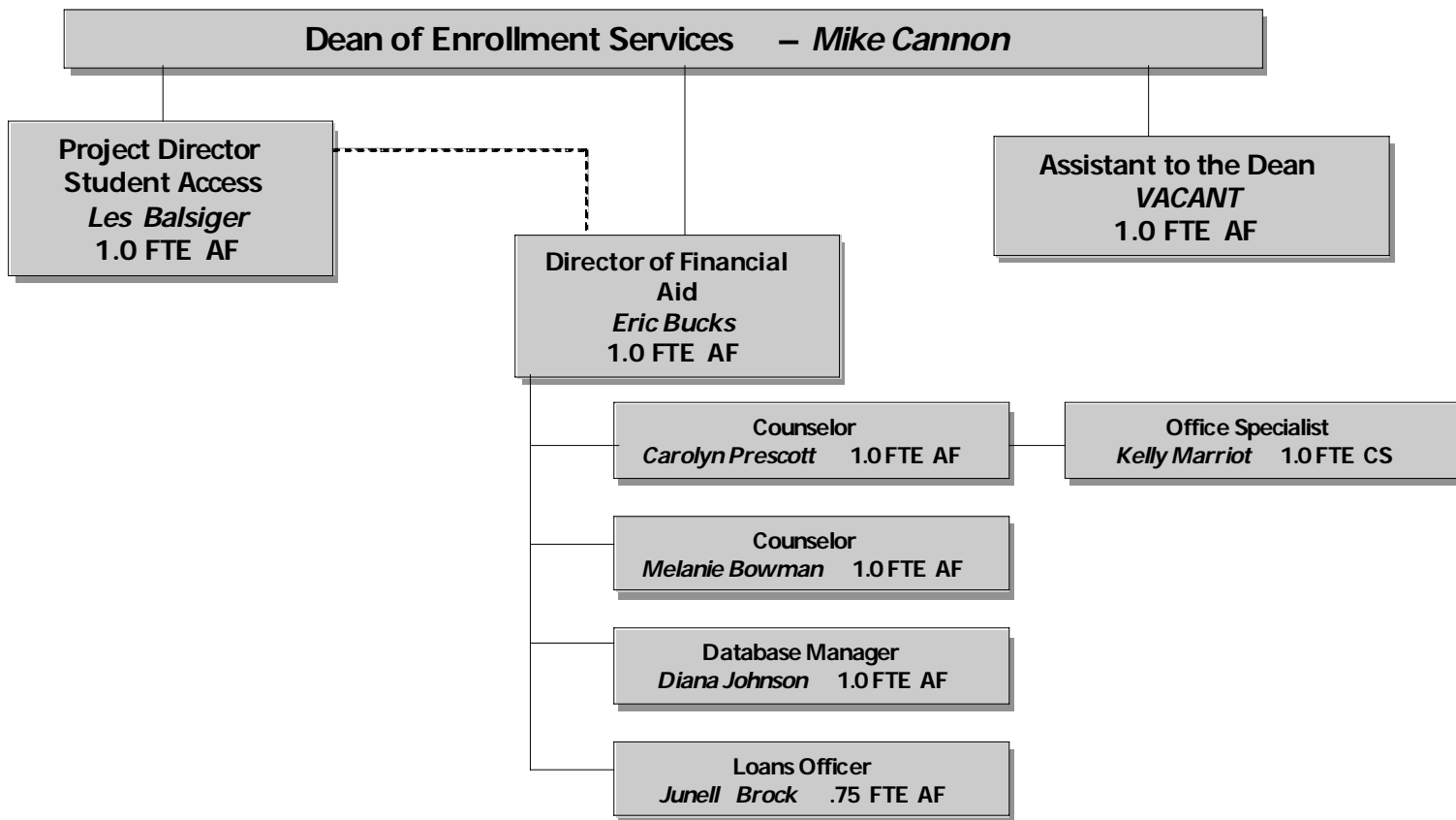
EASTERN OREGON
UNIVERSITY

**Student Access Center
Admissions Office Organizational Chart**





Student Access Center Financial Aid Office Organizational Chart





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Student Access Center Registrar 's Office Organizational Chart

