



EMORY
UNIVERSITY

**AFFIRMATIVE ACTION PROGRAM
FOR
INDIVIDUALS WITH DISABILITIES**



Emory University

Atlanta, GA

November 1, 2016 through October 31, 2017

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Preface

Emory University (also referred to as the University) is committed to the concept and practice of equal opportunity and affirmative action. In the preparation of this Affirmative Action Program (AAP), we have been guided by Section 503 of the Rehabilitation Act of 1973 (as amended) (29 U.S.C. § 793) and its implementing regulations (41 C.F.R. Part 60-741). Nothing contained in this AAP or its supporting data should be construed as an admission by the University, in whole or in part, that it has contravened any federal, state, or local employment practice laws.

In developing and implementing this AAP, Emory University has been guided by its established policy of providing equal employment opportunity. Nothing herein is intended to sanction the discriminatory treatment of any person. Thus, this AAP has been developed in strict reliance upon the Guidelines on Affirmative Action issued by the Equal Employment Opportunity Commission (“EEOC”) (29 C.F.R. Part 1608).

While the University firmly believes in dissemination of its affirmative action policies and equal employment opportunity practices and makes the non-data components of this AAP available for review to employees and applicants upon request, the AAP remains a University proprietary document. Moreover, the data on which the University has relied in preparing this AAP are confidential and sensitive, and the University believes release of the data would subject the University to commercial harm. Therefore, the following is requested:

- If this AAP or any supporting data or documentation are submitted to Office of Federal Contract Compliance Programs (OFCCP) pursuant to the Executive Order, the Rehabilitation Act, The Vietnam Era Veterans' Readjustment Assistance Act and/or any implementing regulations (as any or all have been or may be amended), those documents and the information they contain are to be considered confidential and not subject to disclosure without notifying the University of the agency's decision to disclose and providing the University with ample time to contest the disclosure. Advance notice of disclosure should be sent to Maurice Middleton. The University requests this information be treated as exempt from public disclosure under the Freedom of Information Act, 5 U.S.C. § 552.
- If this AAP or any supporting data or documentation is supplied by University to another government contractor, EEOC or fair employment practices agency representatives, or any other person, it is not to be copied, reproduced, or disclosed by such persons without prior notification to the University.
- No information contained in the AAP or any supporting data or documentation is to be copied, removed from the premises, or released to other individuals without a prior notification to and permission from the University.
- Reports that require specific data, such as names of employees and salary information, are not an official part of this AAP. This information is on file at the University as Documentation and Supporting Data for AAP Reports and is available for review only as required by law.

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

Equal Employment Opportunity and Affirmative Action Statement of Policy

41 C.F.R. 60-741.44(a)

It is the policy of Emory University not to discriminate or allow the harassment of employees or applicants on the basis of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law with regard to any employment practices, including recruitment, advertising, job application procedures, hiring, upgrading, training, promotion, transfer, compensation, job assignments, benefits and/or other terms, conditions, or privileges of employment, provided the individual is qualified, with or without reasonable accommodations, to perform the essential functions of the job. This policy applies to all jobs at the University. The University will continue to take affirmative action to ensure that individuals are employed, and that employees are treated during employment, without regard to their sex, gender identity, sexual orientation, race, physical or mental disability, protected veteran status, or any other characteristic protected by law in all employment practices as follows:

Employment decisions at the University are based on legitimate job related criteria. All personnel actions or programs that affect qualified individuals, such as employment, upgrading, demotion, transfer, recruitment, advertising, termination, rate of pay or other forms of compensation, and selection for training, are made without discrimination because of any basis protected by law. Employees may choose to voluntarily disclose their sex, race, national origin, disability and protected veteran status at any time by contacting Human Resources. Such information will be maintained in a confidential manner and will not be used against an individual when making any employment decisions. Employees and applicants with disabilities and disabled veterans are encouraged to inform Human Resources if they need a reasonable accommodation to perform a job for which they are otherwise qualified. The University makes, and will continue to make, reasonable accommodations to the known physical or mental limitations of an otherwise qualified applicant or employee to promote the employment of qualified individuals with disabilities and disabled veterans, unless such accommodations would impose an undue hardship on the operations of the University's business.

Emory University is fully committed to principals of equal employment opportunity and affirmative action. As President, I support the successful implementation of the University's Affirmative Action Programs. I have appointed Maurice Middleton, Affirmative Action Officer for the University, with responsibility for implementation of the University's affirmative action activities. The Affirmative Action Officer has the full support of top management and the staff necessary to fully implement this Program. All managers and supervisors will take an active part in the University's AAP to ensure all qualified employees and prospective employees are treated in a non-discriminatory manner with respect to all employment decisions. Furthermore, Emory University will solicit the cooperation and support of all employees for the University's Equal Employment Opportunity and Affirmative Action Policy.

Our Affirmative Action Programs include an audit and reporting system, which, among other things, uses metrics and other information to measure the effectiveness of our Program. The Affirmative Action Officer has been assigned responsibility for periodically reviewing progress in the compliance and implementation of our policy of affirmative action. In accordance with public law, the University's program of affirmative action for qualified individuals with disabilities and the program of affirmative action for protected veterans are available for inspection in the Office of Equity and Inclusion, Monday through Friday, from 9:00 a.m. to 4:00 p.m. upon request.

In addition, employees and applicants will not be subjected to harassment, intimidation,

threats, coercion, or discrimination because they have engaged in, or may have engaged in, filing a complaint, assisting or participating in an investigation, compliance review hearing, or other activity related to the administration of Section 503 of the Rehabilitation Act of 1973, as amended, the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, Executive Order 11246, and/or any other federal, state or local law or regulation regarding Equal Employment Opportunity, opposing any act or practice made unlawful, or exercising any other right protected by such laws or regulations or exercising any other right protected by such laws or regulations. Emory University will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. However, employees who have access to the compensation information of other employees or applicants as part of their essential job functions cannot disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) in response to a formal complaint or charge, (b) in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or (c) consistent with the contractor's legal duty to furnish information.

Claire Sterk
President

Definitions

41 C.F.R. 60-741.2

“DISABILITY” means, generally, (i) a physical or mental impairment that substantially limits one or more of an individual's major life activities, (ii) a record of such impairment, or (iii) being regarded as having such impairment.

For the purposes of this Program, a disability is substantially limiting if it substantially impairs the ability of an individual to perform a major life activity as compared to most people in the general population. An impairment need not prevent, or significantly or severely restrict the individual from performing a major life activity to be considered substantially limiting.

For the purposes of this Program, major life activities include but are not limited to the operation of a major bodily function, caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, sitting, reaching, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, interacting with others, and working.

“A QUALIFIED INDIVIDUAL” means an individual who satisfies the requisite skill, experience, education, and other job related requirements for the particular position he/she holds or desires and who is capable of performing the essential functions of that position, with or without reasonable accommodation for any disability.

Responsibility for Implementation

41 C.F.R. 60-741.44(i)

Claire Sterk, President, has overall responsibility for implementation of the Equal Employment Opportunity Policy and the AAP. The University has assigned primary management responsibility and accountability for ensuring full compliance with the Program to Lynell Cadray, Vice Provost of Equity and Inclusion, and Maurice Middleton, Affirmative Action Officer of the University. As Affirmative Action Officer, Maurice Middleton has the authority, resources, support of and access to top management necessary to ensure the effective implementation of the AAP. The President actively supports the program and provides assistance whenever it is needed, making managers and supervisors aware of the program and requesting their cooperation and assistance. The identity of the Affirmative Action Officer appears on internal and external communications regarding the University's Equal Employment Opportunity Policy and AAP.

With regard to the University AAP, Claire Sterk works closely with Lynell Cadray, and Maurice Middleton to implement the programs which are specific to the University. Maurice Middleton, together with the Office of Equity and Inclusion staff, has primary responsibility for implementing programs at the University.

The duties of the Affirmative Action Officer and designees include:

- Developing policy statements, AAPs, and internal and external modes of communication
- Overseeing regular discussions with local managers, supervisors, and employees to ensure the University's policies are being followed
- Training personnel involved in the recruitment, screening, selection, promotion, disciplinary, and related processes to ensure the commitments in the University's affirmative action program are implemented
- Advising supervisors their affirmative action efforts and results are a component of their performance evaluations, and the University is obligated to prevent discrimination and harassment of employees
- Identifying, in conjunction with line management, any problem areas in implementing the AAP, and developing solutions
- Identifying any barriers to employment for individuals with known disabilities and assisting managers in developing possible reasonable accommodations to ensure that individuals with disabilities benefit from equal employment opportunities
- Designing and implementing an internal audit and reporting system that will measure the effectiveness of the University's Program, indicate the need for remedial action, determine the degree to which the University's objectives have been attained, determine whether employees with known disabilities have the opportunity to participate in University-sponsored employment, educational, training, recreational, and social activities, and ensure each location is in compliance with applicable laws and regulations
- Serving as liaison between the University and enforcement agencies, and between the University and organizations of and for persons with disabilities
- Encouraging active involvement by University representatives in the community service programs of local organizations of and for individuals with disabilities

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

The responsibilities of managers and supervisors under this AAP include:

- Taking action to prevent the discrimination and harassment of employees
- Ensuring their departments fully comply with the spirit and letter of the affirmative action program and policies
- Reviewing the qualifications of all applicants and employees to make sure qualified individuals are treated in a nondiscriminatory manner with regard to hire, promotion, transfer and termination
- Reviewing the job performance of each employee to assess whether personnel actions are justified based on the employee's performance of his or her job duties and responsibilities, and
- Working with the Affirmative Action Officer or Human Resources Manager and qualified employees or applicants with disabilities to determine appropriate reasonable accommodations if they are necessary for performance of the job and/or the recruitment process.

Request for Self-Identification

41 C.F.R. 60-741.42

In order to notify applicants and employees of the existence of and the opportunity to participate in this affirmative action program and to provide sufficient data to allow Emory University to measure and improve, if necessary, the effectiveness of the University's affirmative action efforts, Emory University invites applicants and employees to complete an invitation to self-identify status as a person with a disability as follows:

- When an applicant applies or is considered for employment, the University provides the applicant with a copy of the form attached as Exhibit A, at the same time the University invites the applicant to self-identify race, ethnicity, sex, and disability status.
- Following an offer of employment but before the individual begins his/her job duties, the University provides an additional copy of the form attached as Exhibit A.
- Recognizing an individual's status regarding disability may change over time and/or an employee may feel more comfortable disclosing an existing disability after being employed for a period of time, the University also sends a copy of the form attached as Exhibit A to all employees at least once every five years. In addition, the University posts a copy of the Invitation to Self-Identify and at least once during the five-year intervals between workplace surveys, sends a written reminder to employees that they may voluntarily update their disability status.

The University keeps all self-identification information confidential and maintains it in a data analysis file rather than in individual employee personnel or medical files.

Review of Personnel Processes

41 C.F.R. 60-741.44(b)

Emory University periodically reviews its personnel procedures to determine whether they ensure the careful, thorough, and systematic consideration of the job qualifications of employees or applicants with known disabilities for jobs filled either through vacancy or promotion and for educational or training opportunities. The University ensures that its personnel processes facilitate the implementation of the affirmative action program.

Vacancies are advertised, and applications are accepted from any interested person. Emory University's employment application, the careers section of its website, and all advertisements include a non-discrimination statement to further assure applicants of the University's policy of equal employment opportunity. An EEO statement will be included in other recruitment literature should the University use such documents in the future. All non-executive positions lasting three days or more not expected to be filled from within will be referred to the appropriate state employment service delivery system. In addition, to ensure qualified individuals with disabilities are aware of openings, the University will send vacancy announcements to selected sources listed in the Outreach, Positive Recruitment, and External Dissemination of Policy section of this Affirmative Action Program.

The disability of any otherwise qualified individual who applies for any vacancy, promotion, transfer, or training opportunity will not be a factor in employment decisions. The University periodically reviews any physical and mental job qualifications to ensure they do not tend to screen out individuals with disabilities for reasons that are not job related or consistent with business necessity, or do not relate to ensuring the safe performance of the essential functions of the job. The University makes any necessary modifications to ensure applicants and employees receive equal opportunity in the operation of our personnel processes, and that persons with disabilities are not stereotyped in a manner that limits their access to jobs for which they are qualified.

The University also ensures applicants and employees with disabilities who meet job qualifications have equal access to its personnel process, including those implemented through information and communication technologies, and provides necessary reasonable accommodation to ensure that applicants and employees with disabilities receive equal opportunity in the operation of personnel processes. Finally, the University makes sure its personnel processes do not limit, segregate, or classify an employee or job applicant in a way that adversely affects employment opportunities or status on the basis of disability.

Review of Physical and Mental Job Requirements

41 C.F.R. 60-741.44(c)

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

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

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

To date, no qualification requirements have been identified that are likely to have a screening effect. All job qualification requirements have been found to be job related, consistent with business necessity, or required for the safe performance of the job.

Reasonable Accommodations

41 C.F.R. 60-741.44(d)

Emory University has made and will continue to make reasonable accommodations, which do not impose undue hardships on its business, to the known physical and mental limitations of otherwise qualified employees and job applicants.

Included among the specific accommodations for qualified individuals with disabilities that have been implemented are the following:

- Short- and long-term disability programs provide pay for eligible employees absent due to disability.
- A personal leave policy enables eligible employees to accumulate paid time off to be used for medical appointments or personal illness.
- A medical leave of absence is available to any employee who provides medical documentation of disability, where the requested absence constitutes a reasonable accommodation.
- Adaptive equipment, such as supportive desk chairs, special computer monitors and/or keyboards, is made available when necessary to enable an employee to perform an essential job function.
- Should reasonable accommodations be necessary to facilitate access to work areas by qualified employees or applicants with known disabilities, the University will take reasonable steps to provide such accommodations.
- If necessary to accommodate a disability, the University will redesign jobs to eliminate nonessential functions, unless the redesign creates an undue hardship.
- The University will arrange suitable work hours for employees returning from sick leave, leave of absence, and long-term disability where that arrangement constitutes a reasonable accommodation.
- The University will accommodate employees with disabilities by allowing a reasonable amount of time off for physicians' visits.
- Special parking for individuals with disabilities is available at Emory University.
- The University's online application system makes clear to all applicants that if they are unable to fully use the automated system, they may follow specified alternate procedures so that they receive equal opportunity to apply for and be fully considered for all jobs.
- The University has designed its online application system and its internal information and communication technologies to increase the accessibility of those systems.

If an individual has a disability, the University encourages the individual to tell us about (i) any special methods, skills, and procedures which qualify him or her for positions which he or she might not otherwise be able to do, so that he or she can be considered for any position of that kind, and (ii) the reasonable accommodations which would enable the individual to perform the job properly and safely. Such accommodations may include special equipment, changes in the physical layout of the job, elimination of certain nonessential duties related to the job, or other reasonable accommodations.

The University informs employees and applicants of its desire to discuss reasonable accommodations in various ways, including through our Policy Statement and on the Invitation to Self-Identify. Both the Policy Statement and the Invitation to Self-Identify are provided to employees and applicants, and posted for to employees. Individuals interested in discussing accommodations may contact Allison Butler, Associate Director, ADA Compliance Officer, the Human Resources Department, and/or the individual's supervisor. Managers and supervisors are trained to ensure that they know what to do if an employee or applicant makes a request for a reasonable accommodation so that such requests are processed swiftly.

Where an employee with a known disability is having significant difficulty performing their job and the University reasonably concludes that the performance issues may be related to the known disability, the University may notify the employee of the performance problem and confidentially inquire whether the problem is related to the employee's disability. If the employee indicates that their disability is impacting performance, the University will engage in confidential discussions with the employee regarding whether the employee requires reasonable accommodations to improve performance.

Compensation

41 C.F.R. 60-741.21(a)(9)

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

Internal Communication Procedure

The University has developed an internal communication procedure whereby all employees, including individuals with disabilities, can raise issues or claims that may arise during the course of their employment. General communications procedures encourage any and all employees, including those with disabilities, to discuss such issues or claims. All matters brought to the attention of the Affirmative Action Officer will be confidentially addressed.

Harassment
41 C.F.R. 60-741.44(e)

Emory University has developed and implemented policies and procedures to ensure employees who are individuals with disabilities are not harassed because of their disability status.

A copy of the University's Equal Employment Opportunity and Affirmative Action Policy Statement forbidding harassment against individuals based on protected characteristics is available on Emory's website.

Training
41 C.F.R. 60-741.44(j)

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

Internal Dissemination of Policy

41 C.F.R. 60-741.44(g)

The University recognizes that, however strong its outreach program, internal support from supervisory management and other employees is necessary to ensure maximum effectiveness of its AAP for individuals with disabilities. So that these employees' awareness of the needs of individuals with disabilities can be increased and employee participation in the program is increased, the University will utilize the following procedures to maximize the internal implementation and dissemination of its Equal Employment Opportunity and Affirmative Action Policy:

- The University includes a copy of the policy statement in its Policy Manual.
- Emory University's policy on equal employment opportunity and affirmative action for individuals with disabilities is posted on University bulletin boards. The posting includes a statement that employees and applicants are protected from coercion, intimidation, and interference or discrimination for filing a complaint or assisting in an investigation under the Rehabilitation Act of 1973, as amended.
- The University posts a copy of the policy in electronic format in a conspicuous location on the University intranet, along with other employment forms, and otherwise ensures all of its personnel have a copy of or the ability to view the policy.
- The University's electronic applicant process includes information about the University's commitment to equal opportunity and affirmative action.
- The University will communicate to employees its obligation to take affirmative action to employ qualified individuals with disabilities and will encourage employee referral of covered applicants.
- Emory University will invite employees who are individuals with disabilities to participate in the AAP.
- Meetings with executive management and supervisory personnel will be conducted at least annually to explain the University's policy of affirmative action, to make clear the President's support for the policy, and to impart to these personnel their responsibility in making the AAP a success.
- An invitation to participate in Emory University's policy of affirmative action is disseminated to all applicants, as well as to all employees once the University has extended a job offer, but before beginning employment duties. In addition, in recognition that an individual's disability status may change and/or that employees may feel more comfortable disclosing an existing disability after a period of time in the University, the University posts a copy of the invitation to participate in the affirmative action program and distributes the invitation to all current employees at least once every five years.
- When applicable, Emory University publicizes the policy in University publications.
- The policy is discussed in both new employee orientation and management training programs.
- When applicable, University publications include articles on accomplishments of all employees, including individuals with disabilities.

If the University has or becomes party to collective bargaining agreements, union officials will be informed the University is bound by the terms of the Rehabilitation Act of 1973, as amended, and is committed to take affirmative action to employ and advance in employment persons with disabilities, and the University will not discriminate against individuals with physical or mental disabilities. For those sites that are not subject to a collective bargaining agreement, no notification of union officials is necessary.

Outreach, Positive Recruitment and External Dissemination of Policy

41 C.F.R. 60-741.44(f)

Emory University has reviewed its employment practices to determine whether its personnel programs are designed to effectively recruit and advance in employment qualified individuals with disabilities. While the University believes there are no deficiencies in its current employment practices with respect to applicants and employees with disabilities, it engages in outreach, positive recruitment, and external dissemination programs to augment its existing affirmative efforts. For example, the University sends written notification of its affirmative action policy to all subcontractors, including subcontracting vendors and suppliers, and requests appropriate action on their part. In addition, the University engages in or has made plans to implement the following activities:

- Executives, management officials, supervisors, and other employees of the University are encouraged to assist in the effort to disseminate Emory University's policy of affirmative action to appropriate individuals outside of the University.
- The University will inform recruiting sources of Emory University's policy of affirmative action for individuals with disabilities. Recruiting sources will be requested to actively recruit and refer qualified individuals with disabilities for all positions.
- Emory University makes the Equal Employment Opportunity Clause part of all covered contracts and purchase orders.
- Emory University will identify local organizations and/or community agencies known to specialize placing and/or developing training programs for individuals with disabilities and send them notices of vacant positions. Examples of these outreach efforts include contacting the following:
 - State Vocational Rehabilitation Service agencies, mental health agencies, and/or developmental disabilities agencies in the states covered by this AAP
 - Employment One-Stop Career Centers in the states covered by this AAP
 - Department of Veterans Affairs offices close to the facilities covered in this AAP
 - Private recruitment sources, such as professional organizations or employment placement services that specialize in placement of individuals with disabilities
- When appropriate, the University will invite community service and other outreach partners to tour the office and discuss our University, job recruitment needs, selection process, and other details related to recruitment and placement. In the event a partner is unable to schedule an on-site meeting, the University will suggest a telephone meeting so they can better identify qualified individuals for our positions.
- When appropriate, Emory University will include disabled individuals when employees are pictured in consumer and personnel recruitment advertising.
- Emory University makes reasonable accommodations for qualified individuals with disabilities.
- Emory University advertisements or solicitations for prospective employees indicate that University is an equal opportunity employer.

Data Collection Analysis

41 C.F.R. 60-741.44(k)

Emory University documents computations or comparisons pertaining to applicants and hires on an annual basis and maintains the documentation for a period of three years. A copy of our data collection analysis for the period of November 01, 2015 to October 31, 2016 follows:

Individuals with Disabilities Data Collection Analysis
For Period: 11/1/2015 to 10/31/2016

	Total
Number of Job Openings	1399
Number of Jobs Filled	1323
Number of IWD Applicants	46
Number of Applicants	73514
Number of IWD Hires	1
Number of Hired Applicants	1323

Confidential - Not subject to inspection by employees or applicants under 41 CFR Section 60-741.41.

Utilization Analysis

41 C.F.R. 60-741.45

Emory University has compared the representation of employees with known disabilities in each job group with the utilization goal identified by Office of Federal Contract Compliance Programs in effect at the start of this Affirmative Action Program year. In conducting this analysis, the following principles apply:

- The purpose of the utilization goal established by OFCCP is to provide a benchmark against which the University may measure the representation of individuals with disabilities in its workforce.
- OFCCP believes the utilization goal serves as an equal employment opportunity objective that should be attainable through the use of the affirmative action measures included in this Affirmative Action Program.
- The utilization goal is not a quota that must be met, nor is it to be considered as a ceiling that limits or restricts the employment of individuals with disabilities.
- In all employment decisions, the University makes selections in a nondiscriminatory manner. Utilization goals do not provide a justification to extend a preference to any individual, select an individual, or adversely affect an individual's employment status, on the basis of that individual's disability status.
- Utilization goals do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results.
- Utilization goals are not used to supersede merit selection principles, nor do these utilization goals require the University to hire a person who lacks qualifications to perform the job successfully or hire a less qualified person in preference to a more qualified one.
- A finding that the utilization goal has not been attained in one or more job groups does not constitute either a finding or admission of discrimination.

A copy of our utilization analysis as of November 01, 2016 follows:

Individuals with Disabilities Utilization Goals

1.10		Admin Directors
Total Emp 17		IWDs
	Employment %	0.00
	Utilization Goal %	7.00

1.11		Academic Directors
Total Emp 61		IWDs
	Employment %	0.00
	Utilization Goal %	7.00

1.12		Business/Finance Directors
Total Emp 16		IWDs
	Employment %	0.00
	Utilization Goal %	7.00

1.13		Computing Directors
Total Emp 12		IWDs
	Employment %	0.00
	Utilization Goal %	7.00

1.14		Development Directors
Total Emp 11		IWDs
	Employment %	0.00
	Utilization Goal %	7.00

1.15		Facilities/Ops Directors
Total Emp 11		IWDs
	Employment %	0.00
	Utilization Goal %	7.00

1.16		Health/Medical/Research Directors
Total Emp 33		IWDs
	Employment %	0.00
	Utilization Goal %	7.00

1.17		Library Directors
Total Emp 7		IWDs
	Employment %	0.00
	Utilization Goal %	7.00

Individuals with Disabilities Utilization Goals

1.18		Media/Arts Directors
Total Emp 8	Employment %	IWDs 0.00
	Utilization Goal %	7.00

1.19		Student Services Directors
Total Emp 11	Employment %	IWDs 0.00
	Utilization Goal %	7.00

1.20		Admin Managers
Total Emp 325	Employment %	IWDs 0.62
	Utilization Goal %	7.00

1.22		Business/Finance Managers
Total Emp 177	Employment %	IWDs 0.00
	Utilization Goal %	7.00

1.23		Computing Managers
Total Emp 93	Employment %	IWDs 0.00
	Utilization Goal %	7.00

1.24		Development Managers
Total Emp 137	Employment %	IWDs 0.00
	Utilization Goal %	7.00

1.25		Facilities/Ops Managers
Total Emp 50	Employment %	IWDs 2.00
	Utilization Goal %	7.00

1.26		Health/Medical/Research Managers
Total Emp 122	Employment %	IWDs 0.82
	Utilization Goal %	7.00

Individuals with Disabilities Utilization Goals

1.28		Media/Arts Managers
Total Emp 60	Employment %	IWDs 1.67
	Utilization Goal %	7.00

1.29		Student Services Managers
Total Emp 206	Employment %	IWDs 0.49
	Utilization Goal %	7.00

2.10		Tenured Faculty
Total Emp 837	Employment %	IWDs 0.84
	Utilization Goal %	7.00

2.20		Tenure-Track Faculty
Total Emp 274	Employment %	IWDs 0.36
	Utilization Goal %	7.00

2.30		Non Tenure-Track Faculty
Total Emp 2696	Employment %	IWDs 0.22
	Utilization Goal %	7.00

3.50		Admin Professionals
Total Emp 536	Employment %	IWDs 1.49
	Utilization Goal %	7.00

3.51		Athletics/Rec Professionals
Total Emp 23	Employment %	IWDs 0.00
	Utilization Goal %	7.00

3.52		Business/Finance Professionals
Total Emp 318	Employment %	IWDs 1.26
	Utilization Goal %	7.00

Individuals with Disabilities Utilization Goals

3.53		Computing Professionals
Total Emp 504	Employment %	IWDs 1.39
	Utilization Goal %	7.00

3.54		Development Professionals
Total Emp 15	Employment %	IWDs 0.00
	Utilization Goal %	7.00

3.55		Facilities/Ops Professionals
Total Emp 80	Employment %	IWDs 0.00
	Utilization Goal %	7.00

3.56		Health/Medical/Research Professionals
Total Emp 1021	Employment %	IWDs 1.57
	Utilization Goal %	7.00

3.57		Library Professionals
Total Emp 55	Employment %	IWDs 0.00
	Utilization Goal %	7.00

3.58		Media/Arts Professionals
Total Emp 102	Employment %	IWDs 0.98
	Utilization Goal %	7.00

3.59		Student Services Professionals
Total Emp 105	Employment %	IWDs 0.95
	Utilization Goal %	7.00

4.00		Admin Support Staff
Total Emp 541	Employment %	IWDs 1.48
	Utilization Goal %	7.00

Individuals with Disabilities Utilization Goals

4.02		Business/Finance Support Staff
Total Emp 67		IWDs
	Employment %	1.49
	Utilization Goal %	7.00
4.03		Computing Support Staff
Total Emp 47		IWDs
	Employment %	0.00
	Utilization Goal %	7.00
4.05		Facilities/Ops Support Staff
Total Emp 11		IWDs
	Employment %	0.00
	Utilization Goal %	7.00
4.06		Health/Medical/Research Support Staff
Total Emp 371		IWDs
	Employment %	1.08
	Utilization Goal %	7.00
4.07		Library Support Staff
Total Emp 120		IWDs
	Employment %	1.67
	Utilization Goal %	7.00
4.09		Student Services Support Staff
Total Emp 65		IWDs
	Employment %	0.00
	Utilization Goal %	7.00
5.05		Facilities/Ops Technicians
Total Emp 55		IWDs
	Employment %	0.00
	Utilization Goal %	7.00
5.06		Health/Medical/Research Technicians
Total Emp 617		IWDs
	Employment %	0.81
	Utilization Goal %	7.00

Individuals with Disabilities Utilization Goals

5.08		Media/Arts Technicians
Total Emp 36		IWDs
	Employment %	2.78
	Utilization Goal %	7.00

6.05		Facilities/Ops Craft Workers
Total Emp 160		IWDs
	Employment %	2.50
	Utilization Goal %	7.00

7.05		Facilities/Ops Operatives
Total Emp 8		IWDs
	Employment %	0.00
	Utilization Goal %	7.00

7.06		Facilities/Ops Laborers Helper
Total Emp 62		IWDs
	Employment %	0.00
	Utilization Goal %	7.00

7.07		Admin Services (Security)
Total Emp 79		IWDs
	Employment %	0.00
	Utilization Goal %	7.00

7.08		Facilities/Ops Service Workers
Total Emp 354		IWDs
	Employment %	0.00
	Utilization Goal %	7.00

Confidential - Not subject to Inspection by employees or applicants under 41 CFR Section 60-741.41.

Identification of Problem Areas

41 C.F.R. 60-741.45(e)

When the Utilization Analysis conducted in accordance with the regulations indicates the representation of individuals with known disabilities is less than the current goal identified by OFCCP, the University will take steps to assess whether and where impediments to equal employment opportunity exist, including the following, as appropriate:

- Sources which have provided limited qualified candidates will be reviewed, and the Affirmative Action Officer will identify actions which may increase the number of qualified applicants received.
- The Affirmative Action Officer will review positions or job groups that require specialized skill sets or physical requirements.
- Our affirmative action program audit will be reviewed.
- The Affirmative Action Officer will review our personnel processes to ensure the careful, thorough, and systematic consideration of the job qualifications of applicants and employees with known disabilities and that no barriers to equal employment opportunities exist.

Based on this analysis, we have developed and will execute the action oriented programs described in this AAP.

Development and Execution of Action-Oriented Programs

41 C.F.R. 60-741.45(f)

To demonstrate our good faith efforts to expand employment opportunities for individuals with disabilities and to produce measurable results, the University developed and executed the following action oriented programs, as appropriate:

- The University will continue to analyze all positions and prepare written descriptions to accurately reflect position functions and to ensure any physical or mental requirements are job related and consistent with business necessity.
- Job descriptions will continue to be reviewed to determine the knowledge, skills, abilities, and other requirements necessary for the adequate performance of the job. Specifications will continue to be consistent for the same job title and will not contain any requirements that would result in discrimination on the basis of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, and/or protected veteran status, or any other characteristic protected by law.
- Job descriptions are available to incumbents and all members of management involved in the recruiting, screening, selection, and promotion process. Job descriptions are also made available to employees, applicants, and recruiting sources as appropriate.
- The University has carefully evaluated the total selection process and found it to be free from discrimination:
 - We have instructed supervisory personnel to ensure elimination of discrimination in personnel actions in which they are involved.
 - Application forms do not contain questions with potential discriminatory effects.
 - All parts of the selection process are free from stereotyping of individuals with disabilities in a manner which limits their access to jobs for which they are qualified.
 - The University does not and will not use any selection techniques that can be improperly used to discriminate against individuals with disabilities.
- The University has evaluated its techniques for improving recruitment and increasing the flow of qualified applicants with disabilities through the following:
 - All employees are actively encouraged to refer applicants to the University.
 - The University lists all required positions with the appropriate state workforce agency and state disability agency.
 - The University provides copies of policies to inform new employees of their equal employment rights and responsibilities, right to request reasonable accommodation, promotional opportunities, University rules, and ways to alleviate any problems that might arise.
 - The University identifies alternative or additional outreach and recruitment efforts to increase recruitment of individuals with disabilities.
- The University has implemented the following programs and procedures to ensure employees with disabilities are given equal opportunities for promotion:

- o On-the-job training is provided to all qualified employees to assist them in developing the necessary knowledge and skills for promotion to higher level jobs. In addition, a tuition reimbursement benefit is available to all qualified employees.
- o The University utilizes a formal performance evaluation program for all employees. Management and supervisors are trained on the basic methodology of performance evaluation.
- o Employees with known disabilities are not required to possess higher qualifications than those of the lowest qualified incumbent in the job for which they apply.
- o Seniority practices are not a problem since the University has no formal seniority system. Promotions are based on merit selection principles.
- o We will continue to make opportunities for advancement widely known through our internal posting process which encourages all employees, including employees with disabilities, to apply for any open position for which they are qualified with or without reasonable accommodation.
- o We have assessed our personnel processes, and have concluded our personnel processes continue to ensure the careful, thorough, and systematic consideration of the job qualifications of applicants and employees with known disabilities and that no barriers to employment exist.

Monitoring and Reporting Systems

41 C.F.R. 60-741.44(h)

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

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

- Measure the effectiveness of the AAP
- Identify any need for remedial action
- Determine the degree to which the University's objectives are being attained
- Determine whether individuals with known disabilities have had the full opportunity to equal employment and to participate in all University sponsored educational, training, recreational and social activities, and
- Measure the University's compliance with the AAP's specific obligations.
- Document the actions taken to monitor the University's compliance with the AAP's specific obligations.

In order to measure the effectiveness of the AAP, the University may take the following actions:

- Audit its voluntary self-identification process to monitor the number of individuals with disabilities who choose to self-identify and evaluates whether changes could be made to University's self-identification process to encourage greater voluntary self-identification by individuals with disabilities
- Examine its utilization of individuals with disabilities and develops action-orientated programs to address any areas of underutilization
- Review available data computations and analyses regarding applicants and hires
- Review the effectiveness of the University's recruitment and outreach activities
- Regularly assess the University's personnel processes to ensure that individuals with disabilities have equal opportunity in employment
- Use a schedule to regularly assess any mental and physical qualifications to ensure that they are job-related and consistent with business necessity
- Audit the University's communications with vendors and subcontractors to ensure that such communications reflect the University's commitment to equal employment opportunity and affirmative action for individuals with disabilities
- Audit the University's communications with applicants and employees to ensure that such communications reflect the University's commitment to equal employment opportunity and affirmative action for individuals with disabilities
- Audit the University's job listings to ensure that the postings reflect the University's commitment to equal employment opportunity and affirmative action for individuals with disabilities

- Audit the University's personnel policies to ensure that such policies reflect the University's commitment to equal employment opportunity and affirmative action for individuals with disabilities

Where the affirmative action program is found to be deficient, the University shall endeavor to undertake necessary action to bring the program into compliance.

List of Exhibits

Exhibit A – Invitation to Self-Identify for Individuals with Disabilities

Exhibit B – Annual Notification to Vendors

Exhibit C – Reasonable Accommodation Policy and Procedures

Voluntary Self-Identification of Disability

Form CC-305
OMB Control Number 1250-0005
Expires _____

Why are you being asked to complete this form?

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

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

How do I know if I have a disability?

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

Disabilities include, but are not limited to:

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

Please check one of the boxes below:

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

Your Name

Today's Date

Voluntary Self-Identification of Disability

Form CC-305
OMB Control Number 1250-0005
Expires _____

Reasonable Accommodation Notice

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

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

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

Exhibit B – Annual Notification to Vendors

To Whom It May Concern:

This letter is to inform you Emory University is committed to the principles of equal employment opportunity. Moreover, as a government contractor subject to by Executive Order 11246, as amended, the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, and Section 503 of the Rehabilitation Act of 1973, as amended, Emory University takes its affirmative action obligations very seriously. Emory University states as its Policy of Affirmative Action the following:

- It will be the policy of Emory University not to discriminate on the basis of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by applicable law. This policy applies to all recruitment, hiring, training, and promotion decisions for all job titles.
- All employment decisions shall be consistent with the principle of equal employment opportunity, and only job related qualifications will be required.
- All personnel actions, such as compensation, benefits, transfers, tuition assistance, social and recreational programs, etc. will be administered without discrimination on the basis of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by applicable law.

As a vendor or subcontractor, you are notified you may be subject to the regulations implementing Executive Order 11246, as amended, the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, and Section 503 of the Rehabilitation Act of 1973, as amended, including: 41 CFR Section 60-300.5(a); 41 CFR Section 60-741.5(a); 41 CFR Section 60-1.4(a) and (c); 41 CFR Section 60-1.7(a); 41 CFR Part 60-2, 48 CFR Section 52.222-54(e); and 29 CFR Part 471, Appendix A to Subpart A with respect to affirmative action program and posting requirements.

As applicable, you shall abide by these requirements which require that covered entities not discriminate and take affirmative action on the basis of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, and protected veteran status.

To assure compliance with the University's AAP, Maurice Middleton, Affirmative Action Officer, has been designated to administer and monitor the Program and make reports to Senior Management.

Exhibit C – Reasonable Accommodation Policy and Procedures

The Emory University's policy is to fully comply with the reasonable accommodation requirements of the Americans with Disabilities Act and other applicable federal, state and local laws. Emory University is committed to providing reasonable accommodations to qualified individuals with known disabilities to enable them to perform the essential functions of the position held or desired, to participate in the application process or to enjoy equal benefits and privileges of employment as are enjoyed by employees without disabilities. To obtain a reasonable accommodation, an applicant or employee should inform Emory University of the existence of a disability, the disability related limitation(s) or workplace barrier(s) that need to be accommodated, and, if known, the desired reasonable accommodation.

Requests for Reasonable Accommodation

A request for reasonable accommodation may be oral or written. All requests for reasonable accommodation should be submitted to the Office of Accessibility Services or to the employee's supervisor. For recordkeeping purposes, the University requires that all employees requesting reasonable accommodations complete and return an accommodation request form to Accessibility Services. The processing of requests will not be delayed while an employee completes these forms.

Emory University may request and review reasonable documentation, including medical documentation, in support of a request for reasonable accommodation. Documentation will be requested if the disability and need for accommodation is not obvious, where sufficient information regarding the disability and need for accommodation has not been provided, to confirm that a reasonable accommodation is medically appropriate, or to identify alternative accommodations that may be sufficient. Any request for medical documentation will be specific and limited to documentation of the individual's disability, its expected duration, the functional limitations for which reasonable accommodation is sought, and information about medically appropriate accommodations.

Requests for accommodation will be considered on a case-by-case basis and as expeditiously as possible. The University is not required to provide an employee's requested accommodation and reserves the right to provide an alternative accommodation that is equally effective. A requested accommodation may be rejected when not required by law, such as when, for example, it would impose an undue hardship on the University, or if it would not be sufficient (or not necessary) to enable the employee to perform the essential functions of the job.

Confidentiality of Medical Information

All requests for reasonable accommodation, related documentation and any medical or

disability-related information provided to the University will be treated as confidential medical records and maintained in a separate medical file by Human Resources. Individuals who have access to this information may not disclose it, except as follows:

- Managers and supervisors who need to know may be told about any necessary work restrictions and accommodation(s)
- Government officials may be given information necessary to investigate the Emory University's compliance with applicable law
- The information may be disclosed to workers' compensation or insurance carriers in certain circumstances
- Emergency or first-aid personnel may be given access to the information when medically necessary; and
- University employees may be provided the information for record-keeping or affirmative action purposes or to evaluate the University's processing of reasonable accommodation requests

Employees who fail to maintain the confidentiality of the medical records or information of other employees will be subject to disciplinary action, up to and including termination of employment.

Internal Review of Decisions Denying Reasonable Accommodations

Employees may request that any decision to deny a request for reasonable accommodation be informally reviewed. To request reconsideration, employees should submit a written request to Human Resources within 10 business days of the initial decision. The request should explain the reasons the employee believes the request should be granted.