Affirmative Action Plan

Veterans and Individuals with Disabilities

Duke University

and

Duke University Health System

This document is available in alternative formats upon request.

Prepared by the Office for Institutional Equity

Contact: Inderdeep Chatrath, Ph.D.

Prepared in 2016
CONFIDENTIALITY NOTICE TO THE OFFICE OF FEDERAL CONTRACT COMPLIANCE PROGRAMS

The terms “Affirmative Action Plan” or “the Plan” or “AAP” include this document and its supporting appendices, exhibits, supplementary documents, data, and all materials provided by Duke University to the OFCCP or other governmental agencies.

This Affirmative Action Plan contains substantial confidential information, which is subject to the provisions of 18 USC Section 1905. Chrysler Corp. v. Brown, 441 U.S. 281 (1979.)

This Affirmative Action Plan is the property of Duke University, and is loaned to the Office of Federal Contract Compliance Programs (OFCCP), along with certain other materials requested by the OFCCP, on the condition that the government holds them totally confidential, and does not release copies to any person.

Pursuant to 5 U.S.C. Sec. 552, Duke University asserts that at least certain sections, exhibits, and compliance investigation files are exempt from the Freedom of Information Act (FOIA) disclosure provisions. Disclosures of AAP Sections - Executive Summary, Duke University Faculty, and Duke University Staff, as well as the compliance investigation files would impact the business and financial position of the contractor, and would constitute an unwarranted invasion of privacy of employees. Notice is hereby given of a request pursuant to the regulations of the OFCCP that this AAP be kept confidential.

Duke University does not consent to the release of any information whatsoever contained in this Affirmative Action Plan under the Freedom of Information Act. If the OFCCP or any other federal agency is considering a request to release any portion of this AAP under the Freedom of Information Act, Duke University asks that the government immediately notify the Office of the University Counsel of any and all FOIA requests received by the government, or any other contemplated release of this AAP, or any other information obtained by the government from Duke University.

CONFIDENTIALITY NOTICE TO ALL OTHER INDIVIDUALS AND AGENCIES

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This AAP does not constitute an express or implied contract between the University and its employees, job applicants, or other persons doing business with the University. Nothing in this AAP provides any individual or group with the right of private action against Duke University.
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<th>Full Form</th>
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<tr>
<td>ADA</td>
<td>Americans with Disabilities Act</td>
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<td>ADAAA</td>
<td>ADA Amendments Act</td>
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<td>CCTV</td>
<td>Closed-circuit television</td>
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<td>CFR</td>
<td>Code of Federal Regulations</td>
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<td>DMS</td>
<td>Disability Management System - DUKE</td>
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<td>DOJ</td>
<td>Department of Justice</td>
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<td>DOL</td>
<td>Department of Labor</td>
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<td>E&amp;O</td>
<td>Engineering and Operations - DUKE</td>
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<td>EEOC</td>
<td>Equal Employment Opportunity Commission</td>
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<td>EOHW</td>
<td>Employee Occupational Health and Wellness - DUKE</td>
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<td>FMD</td>
<td>Facilities Management Department</td>
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<td>HR</td>
<td>Human Resources - DUKE</td>
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<td>IWD</td>
<td>Individuals with Disabilities</td>
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<td>JAN</td>
<td>Job Accommodation Network</td>
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<td>JVA</td>
<td>Jobs for Veterans Act</td>
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<td>OCR</td>
<td>Office for Civil Rights</td>
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<td>OESO</td>
<td>Occupational and Environmental Safety Office - DUKE</td>
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<td>OFCCP</td>
<td>Office of Federal Contract Compliance Programs</td>
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<td>OIE</td>
<td>Office for Institutional Equity - DUKE</td>
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<td>RAP</td>
<td>Reasonable Accommodation Process – DUKE</td>
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<td>TTY</td>
<td>Text Telephone</td>
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<td>USERRA</td>
<td>Uniformed Services Employment and Reemployment Rights Act</td>
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<td>VEVRAA</td>
<td>Vietnam-Era Veterans’ Readjustment Assistance Act</td>
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FOREWORD

January 2016

Everyone at Duke should promote the effort to actualize the value of diversity, and share in the responsibility for ensuring equal access and opportunity for all who seek education, employment, professional growth and development. Diversity is integral to our educational and healthcare mission at Duke. The 2016 Affirmative Action program articulates institutional values and establishes Duke’s commitment to compliance with relevant federal regulations.

An affirmative action program is a management tool designed to guide the University’s efforts toward a more inclusive and diverse workplace. Duke’s Affirmative Action Plan for Veterans and Individuals with Disabilities meets the regulatory obligations and also represents the University’s goals and ideals to recruit and advance qualified veterans and persons with disabilities.

I hope you will use this document as a resource to review our current status, highlight areas of particular opportunity, and examine the illustrations of organizational best practices. The 2016 Plan can help you identify and implement strategies to promote our institutional growth and further our goal to create a diverse and successful organization.

Benjamin D. Reese, Jr., PsyD
Vice President
February 2016

To: Duke University and Duke University Health System Staff

From: Richard H. Brodhead and A. Eugene Washington

Re: 2016 Affirmative Action Plan

Duke University and Duke University Health System are committed to affirmative action and fair employment. In our classrooms, clinics, offices and other workplaces, we believe in giving all employees the opportunity to succeed. Our commitment to principles of fairness and respect for all creates a climate that is safe and welcoming for all. We believe in the free and open exchange of ideas and understand that our differences are a source of strength that help foster new opportunities in education, research and patient care.

Each year we prepare and maintain an Affirmative Action Plan (AAP) in accordance with federal regulations. The process of completing this plan gives us an opportunity to review our institutional policies and shine light onto areas where we have room for improvement in making our commitments come alive.

Since the adoption of Duke's first affirmative action plan in 1970, we have made great progress toward making our community diverse and inclusive. However, there is still work to be done. We ask you to review this year's AAP carefully, giving particular attention to issues that affect your area of responsibility. Share the plan with your staff and encourage them to use the information as a tool to develop strategies for addressing equity issues. Our commitment to fostering a workplace in which all members are respected and valued is a fundamental principle of this university's mission, and to realize its full benefit, we all must make it our own personal commitment as well.

Thank you.
Responsibility for Implementation of the Programs

The Office for Institutional Equity is responsible for developing the Affirmative Action Plan and overseeing the implementation of programs for Duke University. The Office provides guidance and assistance to administrators and faculty across all management entities in complying with the legal requirements and institutional commitment to the core values of diversity and inclusion.

In recognition of the management responsibility detailed in Duke’s policy statements, a copy of the Plan is provided to each major organizational unit and is also available, upon request, to staff and faculty members.

Senior administrative staff is responsible for consistent and effective implementation of the Program at their respective establishments.

<table>
<thead>
<tr>
<th>University Compliance Officer</th>
<th>Vice President and Chief Diversity Officer</th>
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<td>Benjamin D Reese, Psy.D.</td>
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**Affirmative Action Program Administrator**

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<tr>
<th>Inderdeep Chatrath, Ph.D.</th>
<th>Director, Equal Opportunity &amp; Affirmative Action Programs</th>
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**Title IX Compliance**

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<th>Howard Kallem</th>
<th>Director, Title IX Compliance</th>
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**Office of Human Resources**

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<th>Kyle Cavanaugh</th>
<th>Vice President for Administration</th>
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**Disability Management System**

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<tr>
<th>Leigh Fickling, JD, M.Ed., MS</th>
<th>Director, Disability Management System</th>
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**Arts & Sciences**

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<tr>
<th>Kevin Moore, Ph.D.</th>
<th>Associate Dean, Academic Affairs</th>
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**Academic & Administrative Units**

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<th>Human Resource Manager or designated staff</th>
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**Professional Schools**

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**School of Medicine**

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<th>Betsy Hames, JM</th>
<th>Chief Human Resources Officer</th>
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**School of Nursing**

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<th>David Bowersox</th>
<th>Associate Dean, Finance &amp; Administration</th>
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**Duke University Health System**

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<tr>
<th>Chief Human Resources Officer</th>
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<td>Rhonda S. Brandon</td>
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Introduction

OVERVIEW

An affirmative action program is a set of positive steps that employers use to promote equal employment opportunity and to guard against unlawful discrimination. It includes outreach, recruitment, mentoring, training, management development, and other programs designed to help employers hire, retain, and advance qualified workers from diverse backgrounds, veterans and individuals with disabilities.

An Affirmative Action Plan for Veterans and Individuals with Disabilities is required of all federal contractors with 50 or more employees and $50,000 or more in government contracts. Duke University’s Plan for Veterans and Individuals with Disabilities is prepared in accordance with compliance requirements as set forth in 41 CFR 60-300 and 41 CFR 60-741, respectively. This Plan is for both Duke University and Duke University Health System.

The Office for Institutional Equity implements and monitors the Equal Opportunity policy and Affirmative Action programs, throughout the University and the Duke University Health System. It prepares and annually updates Affirmative Action Plans, reviews employee recruitment, hiring, and other personnel activities, and provides advice and training to members of the University community.

Reporting requirements under VEVRAA, the Vietnam-Era Veterans Readjustment Assistance Act, require federal contractors to submit an annual Federal Contractor Veterans’ Employment Report (VETS-4212) indicating the number of protected veterans employed and hired during each year.

The Plan is widely distributed and available for review by either contacting the Office for Institutional Equity or on the Office’s website. A copy of the Plan is also submitted to the Reference Section of the University Library. The contents of the Plan are shared with managers and other administrators during training sessions.

The Disability Management System (DMS) provides leadership to the University and the Health System to ensure an accessible and hospitable working and learning environment for people with disabilities, as well as fully complying with federal and state regulations. DMS interfaces with all organizational units of the University and collaborates with staff and faculty to ensure compliance and raise awareness regarding needs of persons with disabilities. DMS is responsible for development and implementation of standard University practices and procedures, and for responding to the needs of faculty, staff, students, and visitors with disabilities.

The Disability Management System collaborates with Duke Human Resources to determine if its employment procedures include careful, thorough, and systematic consideration of the skills and qualifications of applicants and employees, for decisions regarding hiring, promotion, participation in training opportunities, and other personnel actions.

The Disability Management System office offers leadership and provides resources for institutional management of services for individuals with disabilities. These services include:
- Employment and public accommodations;
- Facilities standards and guidelines;
- Event planning;
- Assistive technology and equipment;
- Web accessibility guidelines.

FEDERAL LAWS, REGULATIONS AND ENFORCEMENT

1973 - Rehabilitation Act of 1973, as amended

Section 503 of the Rehabilitation Act of 1973 prohibits discrimination and requires employers with federal contracts or subcontracts that exceed $10,000 to take affirmative action to hire, retain, and promote qualified individuals with disabilities. All covered contractors and subcontractors must also include a specific equal opportunity clause in each of their nonexempt contracts and subcontracts.

1974 - Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA)

This Act prohibits supply, service and construction contractors and subcontractors from discriminating in employment against veterans. It also requires that these contractors take affirmative action to employ and advance veterans. Despite its name, this statute is no longer limited to veterans from the Vietnam Era. It includes 1) disabled veterans, 2) Armed Forces service medal veterans, 3) recently separated veterans, and 4) other protected veterans who served during a war or in a campaign or expedition for which a campaign badge has been authorized. New veterans’ categories and definitions were implemented as a result of rules changes (CFR Parts 60-250 and 60-300). For purposes of collecting and reporting, these will be aggregated under the category of protected veterans. These categories are defined in Appendix A.

1990 - Americans with Disabilities Act (ADA)

The ADA is a wide-ranging civil rights law that prohibits discrimination based on disability. Disability is defined by the ADA as "a physical or mental impairment that substantially limits a major life activity."

The Office of Federal Contract Compliance Programs (OFCCP) has had coordinating authority under Title I of the Americans with Disabilities Act (ADA), which prohibits job discrimination against qualified individuals with disabilities by employers with 15 or more employees. The Equal Employment Opportunity Commission (EEOC) has primary authority for enforcing the ADA.

1994 - Uniformed Services Employment and Reemployment Rights Act (USERRA)

Uniformed Services Employment and Reemployment Rights Act clarifies and strengthens the Veterans’ Reemployment Rights Statute. USERRA is intended to minimize the disadvantages to an individual that occur when that person needs to be absent from civilian employment to serve in the military.
2002 - Jobs for Veterans Act (JVA)

Jobs for Veterans Act added to VEVRAA requires employers with federal contracts of $100,000 or more to provide equal opportunity and affirmative action for recently separated veterans (extending coverage from one year to three years), all disabled veterans, veterans who served on active duty during a war or in a campaign or expedition for which a campaign badge has been authorized, or any other veteran who served on active duty and received an Armed Forces service medal pursuant to Executive Order 12985 (61 FR 1209).

2008 - Americans with Disabilities Act Amendments Act (ADAAA)

The Americans with Disabilities Act Amendments Act of 2008 amends both the ADA and the Rehabilitation Act (Section 504) in a manner that significantly expands disability protection for students, employees and the public at large diagnosed with a physical or mental impairment. Congress significantly expanded what constitutes a major life activity and conveyed its disagreement with judicial interpretation of the phrase “substantially limits.”

The ADAAA also expanded the previously existing definition of major life activities with the following additions: eating, sleeping, standing, lifting, reading, bending, concentrating, thinking, communicating, and the operation of a major bodily function. In addition, it precluded an organization from considering the impact of “mitigating measures” such as hearing aids, other technology, reasonable accommodations, learned behavior or adaptive neurological modifications or other such interventions – with the exception of ordinary eyeglasses or contact lenses – in determining whether an individual’s impairment is covered by the ADAAA. It also requires an impairment that is episodic or in remission to be considered a disability if it would substantially limit a major life activity when active.

2013 - Final Rules for Veterans and Individuals with Disabilities

On September 24, 2013, the U.S. Department of Labor’s Office of Federal Contract Compliance Programs published a Final Rule that makes changes to the regulations implementing Section 503 of the Rehabilitation Act of 1973, as amended (Section 503) at 41 CFR Part 60-741. These new regulations became effective on March 24, 2014. The Final Rule strengthens and expands federal contractor’s obligations to recruit, train, hire and promote protected veterans and individuals with disabilities. The Final Rule also establishes an annual hiring benchmark for veterans and a utilization goal for individuals with disabilities. There are also expanded data collection, reporting and auditing obligations.

Enforcement

The Office of Federal Contract Compliance Programs (OFCCP), an agency of the Department of Labor (DOL), monitors contractor and subcontractor compliance with the nondiscrimination and affirmative action provisions. OFCCP investigates the employment practices of government contractors by conducting compliance reviews. During a compliance review, the compliance officer checks personnel, payroll, and other employment records, interviews employees and company officials, and investigates virtually all aspects of employment.
Part of the investigation includes a review of special efforts to achieve equal opportunity through affirmative action.

The Equal Employment Opportunity Commission (EEOC) investigates discrimination and harassment complaints on an individual level. The EEOC works closely with the DOL and the OFCCP to ensure consistency in the Federal government’s effort to prevent workplace discrimination. Based on findings from individual investigations, the EEOC may also analyze employment patterns such as the representation of female and minority employees within companies, industries, and regions.

The Office for Civil Rights (OCR) enforces several Federal laws that prohibit discrimination and unfair treatment in programs or activities because of race, color, national origin, disability, age, gender, or religion. Federal laws also provide conscience protections for health care providers that receive federal financial assistance from the Department of Education. OCR investigates civil rights, health information privacy, and patient safety confidentiality complaints to find out if there is discrimination or violation of the law and takes action to correct problems.

Individuals who believe that they have been treated unfairly are encouraged to seek resolution within the scope of the Duke University grievance process. The Duke Grievance Procedure is described in the Policies and Procedures section of this Plan. Individuals may also file a complaint with external agencies, such as the OCR or EEOC. While employees are not required to access the Duke University grievance resolution process before filing a complaint with an external agency, employees are encouraged to access and fully explore Duke University’s internal grievance process. Retaliation against an employee who brings forth a concern or a complaint is prohibited by Duke University policy and is also unlawful.
Equal Employment Opportunity Policy

COMMITMENT TO EQUAL OPPORTUNITY

Duke University is an institution and community committed to the principles of excellence, fairness, and respect for all people. As part of this commitment, we actively value diversity in our workplace and seek to take advantage of the rich backgrounds and abilities of everyone. Our equal opportunity policy affirmatively protects all faculty, staff, and applicants, ensuring that employment decisions are based on individual merit, as opposed to stereotypes and biases. Duke’s Policy applies to recruitment, hiring, appointment, and promotion for all positions. It also governs personnel actions such as determining compensation, layoffs, terminations, and benefits.

Providing equal protection in employment is only one aspect of achieving diversity at Duke. Because a variety of social and historical barriers have limited access to employment and advancement of certain groups in the past, we make special efforts to identify, recruit, hire, and promote qualified people who are traditionally underrepresented in our workforce.

Duke University’s equal opportunity policy is an important part of compliance with federal and state laws and regulations. More importantly, this policy guides us in our institutional commitment to diversity and fairness, and guarantees that every employee is welcome and free to contribute his or her talents to help Duke achieve excellence in all our endeavors.

IMPLEMENTATION

Duke University is committed to encouraging and sustaining work and learning environments that are free from harassment and prohibited discrimination. The University prohibits discrimination and harassment in the administration of both its employment and educational policies. Equal employment and educational opportunities are provided without regard to race, color, sex, religion, national origin, disability, veteran status, sexual orientation, gender identity, age or genetic information. Duke University also makes good faith efforts to recruit, hire and promote qualified women, minorities, individuals with disabilities and veterans.

The Office for Institutional Equity implements and monitors the Equal Opportunity policy and Affirmative Action programs, throughout the University and the Duke University Health System. It prepares and annually updates Affirmative Action Plans, reviews employee recruitment, hiring, and other personnel activities, and provides technical advice and training to members of the University community.

The Office for Institutional Equity is responsible for developing and overseeing the implementation of the Affirmative Action Plan. It provides guidance and assistance to administrators and faculty across all management entities in complying with the legal requirements and enhancing the workplace climate and experience of veterans and individuals with disabilities.

Under the auspices of the President, the Office for Institutional Equity provides institutional leadership in enhancing respectful, diverse and inclusive work and learning environments for the Duke community. Programs provide a range of services that uphold values of equity and diversity,
as well as support compliance efforts in the areas of equal opportunity, affirmative action and harassment prevention.

In addition to the Equal Employment Opportunity Policy, specific policies and procedures are in place to address concerns of perceived discrimination and harassment: Appendixes B & C.

In accordance with Title IX of the Education Amendments of 1972, Duke University prohibits discrimination on the basis of sex. Sexual harassment is a form of sex discrimination. The Director of Title IX Compliance in the Office for Institutional Equity oversees Duke University’s programs and practices to achieve Title IX compliance.

As Chief Executive Officer of the University, the President has the legal responsibility for compliance with the Equal Opportunity Policy and regulations pertaining to affirmative action programs. The Provost, the Chancellor for Health Affairs, Vice Presidents, and other senior officers are all responsible to the President for implementing the Equal Opportunity Policy within their administrative areas. Deans, directors, chairpersons, and managers of the various schools, departments, and programs all work to administer and manage personnel activities within their areas to ensure full implementation of the Policy.

The Office for Institutional Equity has the responsibility for addressing all violations of the equal opportunity policy, including allegations of discrimination and harassment. The Vice President for Institutional Equity and office staff, are responsible for implementing, monitoring, and administering the Affirmative Action Programs at Duke University.

INTERNAL AND EXTERNAL DISSEMINATION

The equal opportunity policy is distributed to all members of the University community. Policy information is provided to new employees at orientation sessions and to union officials representing University employees. The statement is published in the Duke University Human Resource Policy Manual, the Faculty Handbook, the Staff Handbook and is posted on bulletin boards throughout the University and Health System. The policy is discussed in management training programs, and is described in various literature distributed by the University. Nondiscrimination clauses are included in all union agreements and all such contractual provisions are reviewed to ensure that they are nondiscriminatory [41 CFR 60-300.44(f)(g) & 41 CFR 60-741.44(f)(g)].

Pursuant to regulations, all University purchase orders, leases, and contracts incorporate the following equal opportunity clause setting forth the University’s expectations.

*The Contractor hereby agrees that it will comply with Title VI of the Civil Rights Act of 1964 (Pub. L. 88-352) and the Executive Order 11246, dated September 24, 1965, and as amended by Executive Order 11375, is incorporated by reference Pub. L. 95-507 including flow-down clause requirements concerning small business is included by reference. In addition, contractors shall provide, if necessary, assurance of compliance with provisions of Section 504 of the Rehabilitation Act of 1973 (Pub. L. 92-318), Title IX of the Education Amendments of 1972 (Pub. L. 92-318), and the Age Discrimination Act of 1975 (Pub. L. 94-135).*

*The Contractor and subcontractor shall abide by the requirements of 41 CFR 60-300.5(A) and 60-741.5(A). These regulations prohibit discrimination against qualified protected veterans and individuals on the
basis of disability, and require affirmative action by covered prime Contractors and Subcontracts to employ and advance in employment qualified protected veterans and individuals with disabilities.

Publications and other University materials represent both minority and nonminority men and women and persons with disabilities. Recruiting advertisements state that the University is an Equal Opportunity/Affirmative Action Employer. An expanded statement to convey Duke University’s commitment to diversity and inclusion is included in documents and position announcements: Duke University is an Affirmative Action/Equal Opportunity Employer committed to providing employment opportunity without regard to an individual’s race, color, religion, age, gender, gender identity, sexual orientation, national origin, genetic information, veteran status, or disability.

Where applicable, university publications contain an alternative format statement. In addition, individual entities have formulated statements that go beyond the minimal requirements to express the value of diversity and inclusiveness and to invite individuals with diverse backgrounds to consider employment at Duke University.

The OFCCP "Equal Employment Opportunity is the Law" and other Federal and State labor law notices, in English and Spanish, are prominently posted at multiple locations around the University and Health System.

All poster locations are reviewed annually by the Office for Institutional Equity. Department managers are supported in acquiring the posters and in communicating with the staff regarding the regulations, employee rights and process for bringing forth workplace concerns. See Appendix H for a photograph of bulletin boards with Federal and State notices.
Policies and Procedures

CONFIDENTIALITY

The University complies with Title I Regulations 1630.13 and 1630.14 regarding prohibited medical examinations and inquiries. Information concerning a disability or medical history of an employee is accorded the same confidentiality as medical records. Consistent with the University’s obligation, such information is collected, maintained, and filed in separate and secure locations. Medical information may be disclosed under the following conditions:

- First aid and safety personnel providing emergency treatment to employees with a disability or related medical condition;
- Authorized representatives of government agencies and other agencies who may be conducting compliance reviews or investigating alleged complaints;
- Supervisors on an as-needed basis to facilitate accommodations.

The University has a broad and comprehensive set of policies and procedures to ensure confidentiality of all personnel records.

VOLUNTARY SELF-IDENTIFICATION

The University is committed to offering equal opportunity to its employees and applicants without regard to veteran or disability status. This policy applies to all employment transactions including but not limited to recruitment, promotions, and professional development opportunities. Personnel policies and practices are regularly reviewed to ensure that veterans and individuals with disabilities are afforded careful consideration for all jobs for which they qualify.

Applicants for faculty and staff positions are invited to declare their veteran and/or disability status in both the pre- and post-offer phases of the employment process. Submission of such information is voluntary. If someone self-identifies as having a disability, a system generated email is sent to them offering reasonable accommodations being made available to them and contact information for the Disability Management System office. This information is kept confidential, except as provided by law. An online system provides an opportunity for current staff to confidentially self-identify their veteran or disability status by accessing their personal record. Self-ID information is retained separate from employment applications and personnel records.

Employees may self-identify or discuss their veteran or disability status by contacting Duke Human Resources or request an accommodation by contacting the Disability Management System office. Once a year Duke employees are reminded to review and update their personal information. Self-identification forms for veterans and individuals with disabilities are in Appendix F.

DISABILITY MANAGEMENT SYSTEM

The Disability Management System (DMS) serves as a centralized clearinghouse on disability-related information, procedures and services. The DMS office facilitates an interactive process with applicants and employees with disabilities to effectively explore necessary reasonable accommodations. The director for the Equal Opportunity/Affirmative Action Programs and the
Disability Management System staff directly oversee the implementation of the programs and work in collaboration with Duke Human Resources to ensure the following:

- Development and implementation of policies and procedures, affirmative action programs, and internal and external communication strategies pertaining to initiatives for veterans and individuals with disabilities;
- Identification of problem areas in the implementation of the affirmative action program and formulation of strategies to address issues that are identified;
- Design and implementation of audit and reporting systems;
- Sustaining liaison relationships with external organizations that support veterans and individuals with disabilities; and
- Dissemination of information and continuous discussions with managers and supervisors regarding outreach, current affirmative action trends, and legislative actions.
- Equal Opportunity and Affirmative Action training is required for all managers, supervisors and other administrators with personnel responsibilities.

**REASONABLE ACCOMMODATION PROCESS**

**Purpose**

The Reasonable Accommodation Process (RAP) is a consistent procedure to explore possible workplace accommodations for Duke University and Duke University Health System staff members.

A reasonable accommodation is any change or adjustment to a job or work environment that permits a qualified person with a disability to participate in the job application process, to perform the essential functions of a job, or to enjoy benefits and privileges of employment equal to those enjoyed by staff without disabilities. For example, a reasonable accommodation may include:

- Acquiring or modifying equipment or devices;
- Job restructuring;
- Modified work schedules;
- Reassignment to a vacant position;
- Adjusting or modifying examinations, training materials, or policies;
- Providing readers and interpreters and making the workplace readily accessible to and usable by individuals with disabilities.

DMS created a process that will allow employees with disabilities to seek reassignment to a vacant position if reasonable accommodations are not able to be implemented due to business necessity. All managers and supervisors have received information about the new process and are partnering with DMS to make this new initiative a success. If an applicant, new employee or current staff member self-identifies as having a disability, a system generated email is sent to them regarding reasonable accommodations being made available to them and contact information for the Disability Management System office.
Scope

Following the guidelines established by Title I of the ADA and ADA Amendments Act of 2008, it is not necessary to provide an accommodation if doing so would cause an undue hardship; e.g., by being unduly costly, extensive, substantial, disruptive, or by fundamentally altering the nature or operation of the department or unit. Some temporary jobs become available on short notice and last only a brief period of time, during which certain tasks must be completed. In such cases, undue hardship may apply since the position vacancy has to be filled on short notice and the accommodation cannot be provided quickly enough to enable a temporary employee to begin or complete the temporary work assignment in a timely manner. (EEOC Enforcement Guidance: Application of the ADA to Contingent Workers Placed by Temporary Agencies and Other Staffing Firms.)

Title I also permits the University to require that an individual not pose a direct threat to the health or safety of the individual or others in the workplace. A “direct threat” means a significant risk of substantial harm. Determination that a staff member who has initiated the Reasonable Accommodation Process poses a direct threat is made through Employee Occupational Health and Wellness or other qualified personnel.

Additionally, temporary, non-chronic impairments of short duration, with little or no long term of permanent impact, are usually not disabilities. Such impairments may include but are not limited to broken limbs, sprained joints, appendicitis, and influenza.

Process

The Reasonable Accommodation Process (RAP), following the guidelines established by Title I of the ADA and ADA Amendments Act of 2008, is a collaborative and interactive process among the staff member, the manager/supervisor/department head, the DMS office, Employee Occupational Health and Wellness and other appropriate personnel.

When an employee with an impairment requests an accommodation to assist in the performance of a job, the manager/supervisor/department head should provide the staff member with a copy of the Reasonable Accommodations Forms, see Appendix D.

The employee is responsible for forwarding to DMS the following forms:

- Reasonable Accommodation Request Form to the Program Director, Employment and Public Reasonable Accommodations. (Any copies of the Reasonable Accommodation Request Form kept within the department should be maintained in a separate secure file, away from the personnel file.);
- Healthcare Provider Medical Information Request form and all pertinent medical and/or psychological documentation regarding his/her impairment to medical personnel at Employee/Occupational Health and Wellness. EOHW may need to contact appropriate healthcare providers to determine if the staff member meets the definitional requirements of a disability under ADA and, if so, to identify any functional limitations related to the job;
- Fire Safety Referral Form;
The Disability Management System office will explore possible accommodations with appropriate resources which may include but not be limited to the Job Accommodation Network. Possible accommodations are reviewed with the manager, supervisor or department head before a final offer of reasonable accommodations is made to the staff member. If the employee’s requested accommodation is not able to be implemented due to business necessity, Duke will work to reassign the employee (upon request) to a vacant position that is equivalent in terms of pay, statues, or other relevant factors (e.g., benefits, geographical location) if the employee is qualified for the position. If there is no equivalent vacant position, Duke will reassign the employee to a vacant lower level position for which they are qualified.

Questions/comments related to the Reasonable Accommodation Process should be referred to the Director of the Disability Management System. If the staff member is dissatisfied with the reasonable accommodations offered, he/she may contact the Office for Institutional Equity.

Assistive Technology

The Office of Disability Management Systems maintains an Assistive Technology Laboratory and Lending Library for individuals who are blind or have visual disabilities, are deaf or hard of hearing, and have mobility impairments, as well as other disabilities. Examples of devices and equipment available to employees include: refreshable brailler, JAWS V12, Zoomtext, Dragon Naturally Speaking V11, Notification Systems, Assistive Listening Devices, CCTVs, Kurzweil 3000, MAC SPEECH SOFTWARE, Microcassette Dictating/Transcribing System, Read & Write V6, Digital Voice Recorder, talking book players, TTYs, tape recorders for the blind, and wheelchairs. Expertise of assistive technology specialists and rehabilitation engineers are utilized as needed to ensure effective reasonable accommodations. Duke University and Health System use Brass Ring and SAP software products with accessibility features that are controlled by the developers of these applications. Duke reviews requests for accessible online content on a case by case basis and works with individual departments to assist with making content meet the needs of the user.

Review of Physical and Mental Job Qualification Standards

The Office of Human Resources, reviews physical and mental job qualifications of jobs to ensure that, to the extent that such qualification requirements tend to screen out qualified disabled veterans or individuals with disabilities, they are related to the job(s) in question and consistent with business necessity and the safe performance of the job. A periodic review is conducted of all job qualification standards to ensure that, to the extent that such qualification requirements tend to screen out qualified disabled veterans or individuals with disabilities, they are job-related and consistent with business necessity.

Human Resources staff periodically conducts reviews to make sure that there are no physical or mental job qualification requirements that are likely to screen out qualified disabled veterans or individuals with disabilities. Duke strives to use only job qualification standards that are job-related and consistent with business necessity. The review found all job qualification requirements
to be job-related and consistent with business necessity. Duke will continue to review physical and mental job qualification and will conduct a qualifications review whenever job duties change.

In an event that Duke has the need to inquire into an applicant’s physical or mental condition or should require a medical examination, Duke affirms that such inquiries or examinations will be conducted in accordance with VEVRAA and Section 503 regulations and the information and results obtained as a result of the inquiry will be kept confidential, except as otherwise provided for in the regulations.

**MEDICAL EXAMINATIONS AND PRE-EMPLOYMENT INQUIRIES**

In accordance with the Americans with Disabilities Act (ADA), the University neither requires medical examinations nor makes inquiries as to whether an applicant is an individual with a disability or as to the nature or severity of such disability prior to an employment offer. However, the regulations allow pre-employment inquiries regarding the ability of an applicant to perform job-related functions.

For selected positions, the University administers placement health reviews following an offer of employment. Such health reviews are classification-specific, as defined by Employee Occupational Health and Wellness (EOHW) and the Occupational and Environmental Safety Office (OESO), and are designed to ensure that qualifications are job-related, consistent with business necessity, ensure safe performance of the job, comply with regulatory requirements, limit health risk to patients, students, staff, and work products, and minimize the University’s exposure to liability. All medical records are maintained at EOHW; information is kept confidential and is not shared with managers. Managers receive notification that indicate ‘acceptable for placement,’ ‘not acceptable for placement,’ or ‘acceptable with restrictions’ that may initiate the Reasonable Accommodation process.

In addition to placement health reviews, periodic health reviews are conducted for incumbent employees in selected jobs, and on a case-by-case basis. Guidelines for health reviews vary by the nature of, and risk factors related to, the job. Fitness for Duty evaluations are conducted to assure work safety.

**COMPENSATION AND BENEFITS**

University policy does not allow for the reduction of compensation (offered for a position) for persons receiving veterans’ benefits, disability income, pension or other benefits an employee may receive from other sources.
GRIEVANCE PROCEDURE

The University has adopted an internal grievance procedure providing for prompt and equitable resolution of complaints alleging discrimination based on disability.

Complaints alleging discrimination based on disability may be addressed to the Office for Institutional Equity. A complaint must be submitted in writing or alternative format, including the name and address of the complainant, and a description of the allegations of discrimination. The complainant must set forth specific facts in support of the allegation(s).

- A complaint must be filed within sixty (60) days of the alleged discrimination;
- An investigation, as may be appropriate, shall be conducted by OIE, following receipt of a discrimination complaint. This procedure affords the complainant and the person(s) against whom the allegation(s) of discrimination have been made and their respective representatives, if any, an opportunity to submit information and documentation regarding the complaint allegations;
- The investigation will be completed with written results of the investigation issued and a copy forwarded to the complainant within forty-five (45) workdays of the receipt of the complaint;
- The complainant may appeal the findings of an investigation by submitting a written document to the Vice-President, Office for Institutional Equity. An appeal shall only be considered if the complainant specifies with particularity irregularities in the process or procedure, the correction of which would likely change the outcome of the determination of an investigation. The appeal must either be postmarked or received within fourteen (14) days of the date of the determination. The Vice-President will make a final determination and inform the complainant within fourteen (14) workdays of the Vice-President's receipt of the appeal;
- Although the University will make every effort to comply with these timelines, circumstances such as school breaks may justify an extension of time;
- Retaliation against anyone who files a complaint of alleged discrimination, participates in an investigation, or opposes a discriminatory employment or education practice or policy is prohibited under University policy, and by state and federal law.

Complaints may also be filed with external agencies, the Office of Federal Contract Compliance Programs (OFCCP), Office for Civil Rights (OCR), and the Equal Employment Opportunity Commission (EEOC), in accordance with the guidelines set forth by those agencies.

EEO AND AFFIRMATIVE ACTION TRAINING

Employees with responsibilities for hiring, transfer, promotion and managing personnel receive training on applicable federal and state employment laws and regulations, Duke University policy and procedures, and provisions of the affirmative action practices for veterans and individuals with disabilities. DMS partners with the Office for Institutional Equity and provides in-depth training for managers and supervisors in the areas of equity and compliance in the workplace. Participants gain a greater understanding of disability in the workplace and are given tips for best practices for working with employees and applicants with disabilities.
Affirmative Action and Equal Opportunity best practices are reviewed regularly and guidance is offered in group settings and on a case-by-case basis. Examples of training topics include: accessible publication tips, alternate format verbiage suggestions, use of electronic media and website accessibility tips, determining essential functions for a vacant position, and resources available from external agencies and at Duke. Guidance is offered to prepare managers to effectively communicate with people who have known disabilities. A selection of training courses offered is listed below.

**ADA Building Blocks** explains the basic requirements of the Americans with Disabilities Act in simple, understandable terms. The course is designed to help increase the participant’s knowledge and understanding of the basic principles and concepts in the ADA and the ADA Amendments Act.

**Employment Best Practices** discusses how to hire and manage the best people, evaluate candidates legally and fairly, and learn the essentials of the recruiting process from planning to onboarding. Also included is a review of Duke’s harassment and non-discrimination policies and useful strategies for responding to harassment concerns.

**Accommodating Employees with Disabilities: Reassignment** will focus on the Duke University Reasonable Accommodation process. It includes an overview of current disability laws and regulations. Highlights will include an introduction to the “accommodation of last resort” reassignment.

**Regulatory Update** a mandatory on-line training module, was implemented in the spring of 2015 for all managers, supervisors and other administrators with personnel responsibilities. Participation was tracked electronically with a rigorous follow-up to ensure full compliance.

**Harassment Prevention 101** provides an overview of Duke’s harassment policy, as well as practical strategies for minimizing even the perception of harassment. The session includes examples of behaviors and situations that might violate the harassment policy, and options for responding to inappropriate or harassing behavior.

**Managing Compliance and Equity in the Workplace** is for managers and supervisors, and provides a review of compliance areas related to managing diversity, affirmative action and equal opportunity, harassment prevention and complaint handling, and enforcement of disability and nondiscrimination policies. Participants review the basic tenets of the policies and then practice engaging employees in challenging conversations related to these policies.

**Guide to Managing at Duke** is a program that prepares University and health system managers to meet changing strategic, operational, and work culture objectives through effective managerial practices. Participants will develop and enhance skills and perspectives that are essential for managers and leaders. This is accomplished using interactive skill practice, engaged discussion, and other learning methods to work through the human resources cycle.
Outreach and Positive Recruitment

Duke University engages in outreach efforts to seek qualified veterans and individuals with disabilities. Several programs and publications are designed to increase awareness and understanding of the needs and challenges presented to these individuals and to make employment and advancement opportunities more accessible.

Duke University has developed a collaborative relationship with the Division of Employment Security, NC Works Career Center (formerly JobLink), North Carolina Blind and Visual Services, State of North Carolina Department of Health and Human Services, Veterans Administration Hospital, and Division of Services for the Deaf and the Hard of Hearing. These collaborations reaffirm the University’s commitment to effectively seek out potential applicants and support employees with disabilities. Training sessions are regularly offered for Human Resources recruitment staff to reinforce the University’s policy and procedures.

Assessment of the effectiveness of outreach and recruitment efforts is discussed in the Monitoring and Reporting Section of this Plan.

Outreach efforts include the following activities:

- In 2015, Disability Management Systems partnered with Duke Athletics and co-sponsored the Valor Games. Approximately 100 disabled members of the armed forces participated in athletic competitions that included indoor rowing, power lifting, volleyball, table tennis and cycling;
- Hosting speakers from Vocational Rehabilitation Services and Veterans/Disabled Outreach organizations to speak at monthly recruiter meetings to share information about the clientele they serve and how best to advise them in their Duke job search;
- Conducting mock interviews with Durham Vocational Rehabilitation clients and share interviewing/resume-writing resources with them;
- Attending community job fairs, such as the Department of Housing, local high schools, Durham Technical Community College and Durham’s Career Center to raise awareness of Duke job opportunities and hiring processes;
- Partnering with community organizations such as Treatment and Education of Autistic and Related Communication Handicapped Children (TEACCH) and Carolina Case Management & Rehabilitation Services to assist current disabled employees with specific job related needs;
- Helping disabled employees perform effective job searches and ensuring that they have the tools necessary to do so through a centralized system administered by the Duke Human Resources and Disability Management Systems departments;
- Developing recruitment plans that include discussion points addressing a variety of diverse groups, including candidates with disability to identify advertising options;
- Sharing Duke University job opportunities with local job banks having expertise with veterans’ needs such as the North Carolina Division of Employment Security;
- Duke University Hospital partners with Disabled American Veterans (DAV) to collect “hot list” items in support of the men and women who have severed in the Armed Forces.
Participate in the Yellow Ribbon GI Education Enhancement Program (Yellow Ribbon Program) is a provision of the Post 9/11 Veterans Educational Assistance Act of 2008. This program allows institutions of higher learning (degree-granting institutions) in the United States to fund tuition expenses that exceed the highest public in-state undergraduate tuition rate. The institution can waive up to 50% of those expenses and the Veterans Administration will match the same amount as the institution. All of the schools at Duke participate in this program.

To further our outreach efforts, we have established procedures to encourage and monitor employment of individuals with disabilities including, but are not limited to, the following:

- Each employing unit must consider an applicant with regard to the essential elements of the job necessary to performing the job competently, with or without reasonable accommodation;
- An individual with a disability who cannot perform the essential functions of the job, with or without reasonable accommodation, is not qualified;
- Applicants for all positions must be given the opportunity to request reasonable accommodations in order to ensure access to the employment application process;
- Any determination of disability status is made in accordance with the affirmative action obligations of the University and follows the process for requesting exploration of possible coverage and reasonable accommodations;
- The Disability Management System Office provides assistance in facilitating the reasonable accommodations process, in partnership with Duke Human Resources.

Duke Recruitment has significantly increased its direct recruitment efforts for veterans through participation in military job fairs several times throughout the year at Ft. Bragg and the NC National Guard and has a Veterans’ Outreach Coordinator on their team. Participation included presentations to groups and individual appointments. Information on the Jobs at Duke Human Resources provides guidance for resume writing and the application process for all applicants.

Job listings and announcements for faculty and staff positions include the following statement: Duke University is an Affirmative Action/Equal Opportunity Employer committed to providing employment opportunity without regard to an individual's race, color, religion, age, gender, gender identity, sexual orientation, national origin, genetic information, veteran status, or disability.

Job descriptions for staff positions include a statement regarding essential physical and mental requirements for selected positions to indicate job relatedness and business necessity for job function. The statement reads, “Certain jobs at Duke University and Duke University Health System may include essential job functions that require specific physical and/or mental abilities. Additional information and provision for requests for reasonable accommodation will be provided by each hiring department.”
Monitoring and Reporting

OVERVIEW

In accordance with 41 CFR 60-2.17(d): Internal Audit and Reporting System requirements, Duke has developed a systematic and comprehensive approach to measure the effectiveness of affirmative action programs and initiatives. There are several processes and reports that allow us to systematically compile, analyze and share data. In addition to the regulatory compliance obligations, commitment to diversity and equity drives our monitoring efforts.

The Office for Institutional Equity (OIE) monitors applicant and employee data for individuals who have self-identified as a veteran and/or having a disability. The Disability Management System maintains data on individuals who have indicated the need for reasonable accommodations. The University retains all records relating to employment decisions for a period of three years from the date the record was made, or the date of the selection decision, whichever occurs first. These records may include but are not limited to: job descriptions, job postings and advertisements, applications and resumes, interview notes, tests and test results, written employment policies and procedures, records pertaining to hiring, assignment, promotion, demotion, transfer, layoff, termination, compensation, personnel files, and requests for accommodation.

Pursuant to regulations, the Office for Institutional Equity prepares and submits an annual report, VETS-4212, to the Veterans’ Employment and Training Service, United States Department of Labor. An example of this report is included in Appendix G. The report documents the representation of protected veterans in our workforce. We are in the process of formalizing a process for documenting and evaluating our outreach efforts. An annual evaluation of our outreach and recruitment efforts is planned for 2016. The assessment findings with necessary action items will be included in the 2017 Plan. An institutional Audit and Reporting system will include the measure of program effectiveness, and progress towards meeting regulatory obligations and institutional goals of diversity and equity. All personnel records will be reviewed to determine the effectiveness of Duke University’s program for veterans and individuals with disabilities.

Self-Assessment is conducted periodically to examine patterns, trends and effectiveness of institutional policies and practices. Periodic reports are issued setting forth analyses of workforce demographics and trends in personnel activity. These reports are available upon request from the Office for Institutional Equity.

The Office for Institutional Equity has the responsibility for developing and preparing the Plan and supporting documents and oversees the implementation of the Affirmative Action Programs. In addition, responsibility is also shared and vested with each department manager and supervisor. Managers and supervisors are asked to report any current or foreseeable equity concerns to the Director of Human Resources as well as outline their suggestions or recommendations for addressing the issues.

The Offices for Institutional Equity and Human Resources are responsible for monitoring
and auditing functions at the institutional level. Pursuant to Final Regulations issued by the Federal Government’s Office of Federal Contract Compliance Programs, data collection, reporting and auditing obligations for veterans and individuals with disabilities will be included in the annual review process.

Primary reporting and monitoring procedures consist of the following:

- Maintain accurate and complete records of hiring and personnel activity including applicant flow data, transfers, promotions, terminations, and compensation at all levels of the organization;
- Review all selection decisions related to employment and personnel matters to ensure that all members of the community have equal opportunity to participate;
- Prepare reports and conduct analyses for purposes of recordkeeping and examining compliance with equal employment opportunity and organizational objectives related to diversity;
- Review reports and analyses with administrators at key levels of management;
- Advise senior leadership of program effectiveness and make recommendations to improve performance, where necessary;
- Continuously monitor progress toward established placement goals (to alleviate underutilization) by providing feedback to hiring officials and offering assistance and resources to managers;
- The Office for Institutional Equity carefully monitors the hiring process for regulatory and equity considerations. Consultation and guidance are offered to both recruiters and hiring managers. Reviews are initiated in areas identified as needing improvement.
- The Office of Audit, Risk and Compliance (OARC) provide expertise, consultation and assessment in matters of compliance and facilitates implementation of a “compliant culture” appropriate to a top-ten university with an academic medical center. The Duke University Compliance Program provides the vision for institutional compliance, ensures that the program meets the elements of the Federal Sentencing Guidelines related to effective compliance programs, and has oversight responsibilities for compliance activities across Duke.

AUDIT AND REPORTING SYSTEMS

Pursuant to regulations, a comprehensive self-audit process is being formalized to carefully examine Duke policies and procedures and to ensure the effectiveness of the self-audit process to guard against any gaps. The results of our audit will be included in the 2017 Plan. Audit documentation will be maintained and shared with responsible officials for review and future plans.

As prescribed by regulations, the following elements will be included in the self-audit process:

- Recruitment, advertising, and job application procedures;
- Implementation of hiring, promotion, upgrading, award of tenure, layoff, and recall from
layoff practices;
➢ Rates of pay and any other forms of compensation including fringe benefits;
➢ Job assignments, job classifications, job descriptions, and seniority lists;
➢ Implementation of reasonable accommodation policies and procedures;
➢ Awarding of sick leave, leaves or absence, or implementation of any other leave policies;
➢ Participation in training, mentoring, or apprenticeship programs, and
   attendance at professional meetings and conferences; and
➢ Application of any other term, condition, or privilege of employment, including
   participation in company-sponsored educational, training, recreational, and social
   activities.

To evaluate employment discrimination cases, federal agencies and courts use the Uniform
Guidelines on Employee Selection Procedures (41 CFR 60-3.) The Guidelines also offer guidance
on adverse impact analysis techniques and interpretations.

At Duke University, adverse impact analysis is undertaken annually. Applicants and staff who
identify as veterans and individuals with disability will also be included in adverse impact analyses
when data collection process yields sufficient numbers for a meaningful analyses.

ASSessment of OUTreach and POSitive RECRUITMENT EffORTS

Duke will continue to expand its outreach and positive recruitment efforts and develop a
systematic process for evaluating the effectiveness of these activities.

In 2017, as additional data becomes available, a comprehensive assessment will be undertaken.
Currently, outreach and recruitment efforts are documented with relevant notes and observations
to assist us with the evaluation process. A framework for assessment will be based on the following
criteria with a systematic documentation process to continuously enhance our efforts.

Criteria for Evaluation:

➢ To what extent did the activity attract qualified applicants that are protected veterans or
   have disabilities?
➢ To what extent did the activity result in the hiring of qualified protected veterans and
   individuals with disabilities?
➢ To what extent did the activity expand our outreach to protected veterans and individuals
   with disabilities in the community?
➢ To what extent did the activity increase our capacity/capability to include protected
   veterans and individuals with disabilities in our applicant pool and workforce?
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Appendix A: Glossary of Terms

The University utilizes the following definitions, as provided by the relevant statutes, in the application of its affirmative action programs.

DISABILITY RELATED TERMS

Episodic or Remission - An impairment that is episodic or in remission is a disability if it would substantially limit a major life activity when active.

Individual with a Disability - Any individual 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.

Disability determinations must be made “without regard to the ameliorative effects of mitigating measures” such as medication, hearing aids, other technology, reasonable accommodations, “learned behavioral or adaptive neurological modifications” or other such interventions – with the exception of ordinary eyeglasses or contact lenses.

Major Life Activities - In order for a disability to be covered by the Americans with Disabilities Act (ADA), an impairment must substantially limit one or more major life activities. Examples include but are not limited to caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, working, and the operation of a major bodily function including but not limited to functions of the immune system, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions.

Mental Impairment - Any mental or psychological disorder, such as intellectual disabilities (formerly called “mental retardation”), organic brain syndrome, emotional or mental illness, and specific learning disabilities.

Physical Impairment - Any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more of the following body systems: neurological, musculoskeletal, special sense organs, respiratory (including speech organs), cardiovascular, reproductive, digestive, genitourinary, immune, circulatory, hemic and lymphatic, skin, and endocrine.

Reasonable Accommodation - Reasonable accommodation is a critical component of the ADA’s assurance of nondiscrimination. It is any change in the work environment, or in the way things are usually done, that results in equal employment opportunity for an individual with a disability. An employer must make a reasonable accommodation to the known physical or mental limitations of a qualified applicant or employee with a disability, unless it can show that the accommodation would cause an undue hardship. Some examples of reasonable accommodations include:
Making existing facilities used by employees readily accessible to, and usable by an individual with a disability;
Restructuring a job, modifying work schedules, reassigning to a vacant position;
Acquiring or modifying equipment or devices;
Modifying examinations, training materials, or policies providing qualified readers or interpreters.

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

Record of a Substantially Limiting Condition - ADA Technical Assistance Guidelines state that this protected group includes a person who has a history of an impairment that substantially limits a major life activity but who has recovered from the impairment. Examples of individuals who have a history of impairments are persons who have histories of mental or emotional illness, drug addiction, alcoholism, heart disease, or cancer.

Regarded as having such an impairment - An individual meets the requirement of “being regarded as having such an impairment” if the individual establishes that he or she has been subjected to a prohibited action because of an actual or perceived physical or mental impairment whether or not the impairment limits or is perceived to limit a major life activity.

The ADA protects certain persons who are regarded by a private entity as having a physical or mental impairment against adverse actions based on that belief.

Substantially Limits - An impairment only qualifies as a “disability” under the ADA if it substantially limits one or more major life activities. However, Congress rejected the U.S. Supreme Court’s interpretation of “substantially limits” as well as EEOC’s regulation, “severely restrict” and “significantly restrict,” respectively. The determination of whether an impairment substantially limits a major life activity must be made without regard to the ameliorative effects of mitigating measures such as:

- Medication, medical supplies, equipment, or appliances, low-vision devices (which do not include ordinary eyeglasses or contact lenses), prosthetics including limbs and devices, hearing aids and cochlear implants or other implantable hearing devices, mobility devices, or oxygen therapy equipment and supplies;
- Use of assistive technology;
- Reasonable accommodations or auxiliary aids or services; or
- Learned behavioral or adaptive neurological modifications.

The ameliorative effects of the mitigating measures of ordinary eyeglasses or contact lenses shall be considered in determining whether an impairment substantially limits a major life activity. The term “ordinary eyeglasses or contact lenses” means lenses that are intended to fully correct visual acuity or eliminate refractive error. The term “low-vision devices” means devices that magnify, enhance, or otherwise augment a visual image.
**Transitory and Minor Impairments** - A transitory impairment is an impairment with an actual or expected duration of 6 months or less.

**Undue Hardship** - Excessively costly, extensive, substantial, or disruptive, or that would fundamentally alter the nature or operation of the business. In determining undue hardship, factors to be considered include the nature and cost of the accommodation in relation to the size, the financial resources, the nature and structure of the employer’s operation, as well as the impact of the accommodation on the specific facility providing the accommodation. An employer is not required to provide an accommodation if it will impose an undue hardship on the operation of its business.

**VETERANS RELATED TERMS**

Pursuant to OFCCP 2013 Final Rules and the revised VETS 4212 annual report, the data will be reported as “protected veterans.”

**Protected veteran** - a veteran who is protected under the non-discrimination and affirmative action provisions of VEVRAA is an individual who falls within one or more of the following four categories of veterans:

**Active duty wartime or campaign badge veteran** - a veteran who served on active duty in the U.S. military, ground, naval or air service during a war or in a campaign or expedition for which a campaign badge has been authorized, under the laws administered by the Department of Defense.

**Armed Forces service medal veteran** - any veteran who, while serving on active duty in the U.S. military, ground, naval or air service, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985.

**Disabled Veteran** - a veteran of the U.S. military, ground, naval or air service who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Secretary of Veterans Affairs, or a person who was discharged or released from active duty because of a service-connected disability.

**Recently Separated Veteran** - any veteran during the three-year period beginning on the date of such veteran’s discharge or release from active duty in the U.S. military, ground, naval or air service.

**Other Veteran Categories Used prior to 2013 Final Rules**

**Special Disabled Veteran** – a veteran who served on active duty in the U.S. military ground, naval, or air service and (1) who was discharged or released from active duty because of a service-connected disability, or (2) who is entitled to compensation (or who, but for the receipt of military retired pay would be entitled to compensation) for certain disabilities under laws administered by the Department of Veterans Affairs (i.e., disabilities rated at 30 percent or more, or at 10 or 20 percent if the veteran has been determined to have a serious employment handicap).
Veteran of the Vietnam Era - a veteran of the U.S. military, ground, naval, or air service, any part of whose service was during the period of August 5, 1964, and May 7, 1975, who (1) served on active duty for a period of more than 180 days and was discharged or released with other than a dishonorable discharge, or (2) was discharged or released from active duty because of a service-connected disability. It also includes any veteran of the U.S. military, ground, naval, or air service who served in the Republic of Vietnam between February 28, 1961, and May 7, 1975.

Pre-JVA Recently Separated Veteran – an individual who is an employee of or applicant to a contractor with a contract of $25,000 or more entered into prior to December 1, 2003 and unmodified since to $100,000 or more, and who is a special disabled veteran, veteran of the Vietnam era, pre-JVA recently separated veteran, or other protected veteran.

Other Protected Veteran - a person who served on active duty during a war or in a campaign or expedition for which a campaign badge has been authorized, under the laws administered by the Department of Defense.
Appendix B: Duke Harassment Policy and Procedures

Harassment of any individual, for any reason, is not acceptable at Duke University. In support of its commitment to respectful work and learning environments, the Duke University Harassment Policy prohibits all types of harassment. The policy also prohibits retaliation against individuals who come forward with harassment related concerns or complaints, as well as individuals who participate in an investigation.

In addition to its harassment policy, Duke University and Duke University Health System also provide educational programs and training opportunities to increase awareness of the nature of harassment and ways to prevent its occurrence. The major provisions of the policy are regularly communicated to staff, faculty and students. Members of the Duke community are encouraged to promptly seek assistance for harassment issues.

This policy against harassment is consistent with the University’s valuation of academic freedom. Duke University is committed to the free and vigorous discussion of ideas and issues, and this Policy shall be applied in a manner that protects the academic freedom of all parties to a complaint. Academic freedom and the related freedom of expression include, but are not limited to, civil expressions of ideas, however controversial, in classrooms, residence halls, and other teaching and student living environments.

Administrative responsibility for implementing the Duke University Harassment Policy rests with the Office for Institutional Equity. Dr. Benjamin D. Reese, Vice-President for Institutional Equity, has been designated the Duke University Coordinator for 1) Section 504 of the Rehabilitation Act of 1973 and 2) the Age Discrimination Act of 1975. Howard Kallem, Director of Title IX Compliance, has been designated the Duke University Coordinator for Title IX of the Education Amendments of 1972. The may both be contacted at the Office for Institutional Equity, Smith Warehouse, 114 S. Buchanan Blvd., Bay 8, Box 90012, Durham, North Carolina 27708. You may contact them by telephone at 919-684-8222 or by email at ben.reese@duke.edu or howard.kallem@duke.edu.

DEFINITIONS

Harassment may take two forms:

The first form of harassment is unwelcome verbal or physical conduct (which may or may not be sexual in nature) that, due to its severity and/or persistence, interferes significantly with an individual’s work or education, or adversely affects an individual’s living conditions. The second form of harassment occurs if a person uses a position of authority to engage in unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature when:

- Submission to such conduct is explicitly or implicitly made a term or condition of an individual’s employment or education; or
- Submission to or rejection of such conduct is used as a basis for decisions affecting an individual’s education or employment.
The conduct alleged to constitute harassment shall be evaluated from the perspective of a reasonable person similarly situated to the complainant, and in consideration of the context of the behavior. Harassment must be distinguished from behavior that, even though unpleasant or disconcerting, is appropriate to the carrying out of certain instructional, advisory, or supervisory responsibilities.

SCOPE

This Harassment Policy applies to all persons who are enrolled at or employed by Duke University and Duke University Health System, including their entities and subsidiary organizations, while they are on university property or are participating in a university-related activity off-campus.

Situations that involve other individuals (e.g., visitors, patients, graduates of Duke University, applicants for admission or employment, or former employees) who believe they have been harassed by someone either employed by, or enrolled at Duke University or Duke University Health System, either on campus or in a university-related activity, may be addressed only through the informal process for handling an allegation. Situations, in which Duke University or Duke University Health System employees or students believe they have been harassed by visitors to the University, or contractors or vendors serving the University, will be resolved through the informal process for handling an allegation.

Anyone with questions about the Harassment Policy, or who wish to file a harassment complaint, should contact the Office for Institutional Equity at 684-8222 and visit the OIE website.

STATUTE OF LIMITATIONS

An allegation or complaint of harassment should be submitted to the appropriate individual or office as soon after the offending conduct as possible. A complaint against a student may be filed at any time and is actionable under the university’s disciplinary process up to the point the accused student graduates. For all other respondents, a complaint must be filed no more than one year after the most recent conduct alleged to constitute harassment. While the Office for Institutional Equity may grant a reasonable extension of any other deadline established in the following procedures, the one year limit in which complainants may submit an allegation or complaint shall not be extended. This statute of limitations is intended to encourage complainants to come forward as soon as possible after the offending conduct and to protect respondents against complaints that are too old to be investigated effectively. If the nature of the allegation or complaint is particularly egregious, as determined by the Office for Institutional Equity, OIE has the authority to act as complainant beyond the one-year statute of limitations, provided that this office initiates the complaint within a year of learning about the alleged incident(s) and the evidence is available to support an effective investigation.

CONFIDENTIALITY

Duke University and Duke University Health System recognize the importance of confidentiality. Breaches of confidentiality compromise the ability of the University to investigate and resolve claims of harassment. Duke University and Duke University Health System will
attempt to protect the confidentiality of harassment proceedings to the extent reasonably possible. Although the University and Health System are committed to respecting the confidentiality and privacy of all parties involved in the process, they cannot guarantee complete confidentiality.

RETAILIATION

Any individual who believes she/he has been subjected to harassing conduct is encouraged and has the right to seek support, utilize available resources and come forward with his/her concern or complaint. Fear of retaliation should never be an obstacle to reporting an incident of alleged harassment. The duke Harassment Policy, as well as Title IX, Title VI and other applicable federal laws prohibit retaliation against a complainant or an individual who participates in an investigation of or follow-up to a complaint of harassment.

The Harassment Policy and Procedures in its entirety is available on the OIE website: web.duke.edu/equity/resources/documents/harassment_policy_and_procedures.pdf
Duke University is committed to encouraging and sustaining a learning and work community that is free from prohibited discrimination and harassment. The University prohibits discrimination on the basis of race, color, religion, national origin, disability, veteran status, sexual orientation, gender identity, sex, genetic information, or age in the administration of its educational policies, admission policies, financial aid, employment, or any other university program or activity. The University also makes good faith efforts to recruit, employ and promote qualified minorities, women, individuals with disabilities, and veterans. It admits qualified students to all the rights, privileges, programs, and activities generally accorded or made available to students.

The University also does not tolerate harassment of any kind. Sexual harassment and sexual misconduct are forms of sex discrimination and prohibited by the University. Duke University has designated Dr. Benjamin D. Reese, Vice-President of the Office for Institutional Equity, as the individual responsible for the coordination and administration of its nondiscrimination and harassment policies. The Office for Institutional Equity is located in Smith Warehouse, 114 S. Buchanan Blvd., Durham, North Carolina 27708.

Questions or comments about harassment or discrimination can be directed to the Office for Institutional Equity, 919-684-8222. Additional information, including the complete text of the harassment policy and appropriate complaint procedures, may be found by contacting the Office for Institutional Equity or visiting its website at: http://www.duke.edu/web/equity/.

For further information on notice of nondiscrimination, you can contact the appropriate federal office by visiting the website: https://wdcrobcolp01.ed.gov/CFAPPS/OCR/contactus.cfm for the address and phone number of the office that serves your area, or call 1-800-421-3481.
Appendix D: Reasonable Accommodation Request Forms

Duke University has developed a comprehensive Reasonable Accommodation Process (RAP) to explore possible workplace accommodations for Duke University and Duke University Health System staff members. To initiate the RAP, the following forms and supporting documents must be completed and submitted to the Office for Disability Management Systems. All questions and information related to disability matters and the Reasonable Accommodation Process should be directed to the Disability Management System at 919-684-8247, TTY 919-668-1329 or www.access.duke.edu. Forms and related information are available in alternative format upon request. The four forms listed below are included with this Appendix.

- Reasonable Accommodation Request Form;
- Health Care Provider Medical Information Request Form;
- Fire Safety Referral Form; and
- Occupational & Environmental Safety Office.
The purpose of this form is to assist the Duke University/Duke University Health System in determining whether, or to what extent, a reasonable accommodation is required for an employee with a disability to perform one or more essential functions of his or her job safely and effectively. This form must be filed separately from the employee's personnel file and be treated confidentially. Please complete this form in its entirety.

The accommodation requested is: __________________________________________

I, __________________________________________ give Duke University, including but not limited to, EOHW, DMS, HR, E&O, FMD, Fire and Safety and my work unit, permission to explore possible coverage and reasonable accommodations under the Americans with Disabilities Act and the ADA Amendments Act. I understand that all information obtained during this process will be maintained and used in accordance with applicable confidentiality requirements.

I further understand that I am required to submit pertinent documentation from my healthcare provider(s) regarding my impairment(s). In addition, I have completed and signed the attached release of information giving Duke permission to consult with my health care professional(s) as necessary to determine that I am a qualified employee with a disability, to seek guidance as to any functional limitations resulting from my condition(s) and to assist the University in determining what appropriate accommodations may exist to address my limitations.

Date

Employee's Signature

Please return this form and attached healthcare provider form to Disability Management System, 402 Oregon Street, Suite 102, Box 90142, Durham, NC 27708, via fax (919)668-3977 or via email at dukedms@duke.edu.

Modified 11/25/2014
HEALTH CARE PROVIDER MEDICAL INFORMATION REQUEST FORM

I______________________________, voluntarily give Duke University permission to contact

Dr. (s) ____________________________________________________________________, as necessary, for
discussion of my case as it relates to possible limitations of a major life activity, which can
affect my employment. I have been given an opportunity to ask questions regarding this form
and to have those questions answered to my satisfaction. I further understand that all
information obtained from this interaction will be maintained and used in accordance with
applicable confidentiality requirement.

Requesting Provider: George Jackson, MD or Associates (Employee/Occupational Health and
Wellness)
Phone Number: 684-3136
Address: P.O. Box 3148, DUMC, Durham, N.C. 27710
Employee Signature: ____________________________
Date: ____________________________
Witness: ____________________________

FIRE SAFETY REFERRAL FORM

Modified 11/25/2014
### IMPORTANT NOTE:

**PLEASE COMPLETE ALL APPLICABLE SECTIONS BELOW AS THIS FORM WILL BE SENT TO THE FIRE SAFETY OFFICE FOR FOLLOW-UP.**

<table>
<thead>
<tr>
<th>Employees and Students Must Complete the Following 6 Sections:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name:</td>
</tr>
<tr>
<td>Address (Office or Residence Hall – Building &amp; Room Number):</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employees Must Complete the Following Additional 4 Sections:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department/Unit:</td>
</tr>
</tbody>
</table>

We are asking all employees and students to identify any medical limitations they have that may interfere with emergency evacuation. We are collecting this information to help us effectively develop an emergency evacuation plan. Self-identification is voluntary and the information you provide will be kept confidential and shared only with those who have responsibilities under the emergency evacuation plan.

Do you have limitations that may interfere with your ability to evacuate during an emergency?

- No [ ]

Do you need assistance for emergency evacuation?

- No [ ]

In the event of an emergency, will you need any special medication, equipment, or device (e.g., a mask because of a respiratory impairment, an evacuation device because you cannot climb or descend stairs, etc.?)?

- No [ ]

If additional information is needed, we will contact you as soon as possible. If you have any questions, please let us know.

*This form was completed by: ___________________________  Date: ___________________________*

- **Employees** should return or fax the completed form along with the signed Reasonable Accommodation Request form and Health Care Provider Release form to the Disability Management System office at 402 Oregon Street, Box 90142, Fax: 668-3977.

- **Students** should contact the Disability Coordinator at the Disability Management System-Student Disability Access Office (SDAO) to discuss and complete the form.

Note: The Disability Management System representative or the Student Disability Access Office Coordinator will forward or fax the completed form to OESO-Fire Safety Division, 1411 Hull Street, Box 90427, Fax: (919) 684-5487.
OCCUPATIONAL & ENVIRONMENTAL SAFETY OFFICE (OESO)

Date form received from DMS or SDAO_______________.
Date facility surveyed ________________________.
Date Site Specific Fire Plan developed ________________.
Date Training conducted ________________.

Fire Safety Division personnel will return the completed form along with the site-specific fire plan to:
For Employees: Disability Management System, 402 Oregon Street, Box 90142 or Fax to (919) 668-3977.
For Students: Disability Management System, Student Disability Access Office (SDAO), 402 Oregon Street, Box 90142 or Fax to (919) 668-3977.
Appendix E: Suggested Alternative Format Statements

Duke University is a contracting party within the meaning of Section 503/504 of the Rehabilitation Act of 1973. As such, it is recommended that the following alternative format and accommodation statements be used where applicable.

**Alternative Format Statement**  *This statement should be printed in an easy-to-read type size and placed in a location that is easy to notice.*

This publication is available in alternative format on request.  
Please call (insert telephone number of program sponsor)

**Accommodation Statement**  *This statement should be printed in any publication that describes a specific program or special event, e.g., seminar, film, speaker, performing arts series, employment programming, etc.*

Duke University encourages persons with disabilities to participate in its programs and activities. If you anticipate needing any type of accommodation or have questions about the physical access provided, please contact (telephone number of the program sponsor) in advance of your participation or visit.

**Abbreviated Accommodation Statement**  *The abbreviated version should be used when there are space constraints.*

Persons with disabilities who anticipate needing accommodations or who have questions about physical access may contact (telephone number of the sponsor) in advance of the program (or film, event, etc.).
Appendix F: Voluntary Self-Identification Forms

Applicants for faculty and staff positions are invited to declare their veteran and/or disability status in both the pre- and post-offer phases of the employment process. Submission of such information is voluntary. All University and Health System faculty and staff may edit their veteran and disability status via the employee self-service web site, Duke@Work, www.hr.duke.edu/selfservice. Self-identification forms for veterans and individuals with disabilities are included with this Appendix.
Voluntary Self-identification of Veteran Status

<table>
<thead>
<tr>
<th>Date:</th>
<th>Name:</th>
<th>Duke Unique ID:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department:</td>
<td>Duke Address:</td>
<td>Phone:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

If you believe you belong to any of the categories of protected veterans listed below, please check the appropriate boxes. We request this information in order to measure the effectiveness of the outreach and positive recruitment efforts we undertake pursuant to VEVRAA.

- I identify as one or more of the classifications of protected veterans:
  - Disabled Veteran
  - Recently Separated Veteran
  - Active Duty Wartime or Campaign Badge Veteran
  - Armed Forces Service Medal Veteran
- I am a protected veteran, but I choose not to self-identify the classifications to which I belong
- I am NOT a protected veteran

To indicate your veteran status, please complete this form and submit to your payroll representative. You may also send it to Human Resources at the following address:

Duke Human Resources
705 Broad Street
Box 90496
Durham, NC 27705

This invitation is available in alternative format upon request. Please call (TTY) 919-668-1329.
For veteran status definitions, please visit www.duke.edu/web/equity/resources/veterans.html
Voluntary Self-Identification of Disability

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

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
Reasonable Accommodation Notice

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

\[1\] Section 503 of the Rehabilitation Act of 1973, as amended. For more information about this form or the equal employment obligations of Federal contractors, visit the U.S. Department of Labor's Office of Federal Contract Compliance Programs (OFCCP) website at [www.dol.gov/ofccp](http://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.
Appendix G: Federal Contractor Veterans’ Employment Report

The U.S. Department of Labor Veterans' Employment and Training Service (VETS) and the Office of Federal Contractor Compliance Programs (OFCCP) supports affirmative action to employ and advance in employment protected veterans. As legislatively mandated under 38 U.S. Code, Section 4212, codified at 41 CFR Section 61-300, respectively, contractors and subcontractors who enter into, or modify a contract or subcontract with the federal government, and whose contract meets the criteria set forth in the above legislation/regulations, are required to report annually on their affirmative action efforts in employing veterans. A sample report is included with this Appendix and a completed report is available upon request.
FEDERAL CONTRACTOR VETERANS' EMPLOYMENT REPORT VETS-4212

ATTN: Human Resource/EOO Department

COMPANY IDENTIFICATION INFORMATION (Omit items preprinted above—ADD Company Contact Information Below)

<table>
<thead>
<tr>
<th>COMPANY No:</th>
<th>TWELVE MONTH PERIOD ENDING</th>
</tr>
</thead>
<tbody>
<tr>
<td>NAME OF PARENT COMPANY:</td>
<td>ADDRESS (NUMBER AND STREET):</td>
</tr>
<tr>
<td>CITY:</td>
<td>COUNTY:</td>
</tr>
<tr>
<td>STATE:</td>
<td>ZIP CODE:</td>
</tr>
<tr>
<td>NAME OF COMPANY CONTACT:</td>
<td>TELEPHONE FOR CONTACT:</td>
</tr>
<tr>
<td>EMAIL:</td>
<td></td>
</tr>
<tr>
<td>NAME OF HIRING LOCATION:</td>
<td>ADDRESS (NUMBER AND STREET):</td>
</tr>
<tr>
<td>CITY:</td>
<td>COUNTY:</td>
</tr>
<tr>
<td>STATE:</td>
<td>ZIP CODE:</td>
</tr>
</tbody>
</table>

NAICS: DUNS: EMPLOYER ID (IRS TAX No.)

INFORMATION ON EMPLOYEES

REPORT THE TOTAL NUMBER OF EMPLOYEES AND NEW HIRES WHO ARE PROTECTED VETERANS, AS DEFINED IN THE INSTRUCTIONS. DATA ON NUMBER OF EMPLOYEES ARE TO BE ENTERED IN COLUMN A AND B, LINES 1.1 THROUGH 9. DATA FOR NEW HIRES ARE ENTERED IN COLUMNS C AND D. LINE 10 IS TOTAL OF EACH COLUMN. ENTRIES IN COLUMNS C AND D, LINES 1.1 THROUGH 9 (GRAY SHARED AREAS) ARE OPTIONAL. ENTER THE MAXIMUM AND MINIMUM NUMBER OF EMPLOYEES.

<table>
<thead>
<tr>
<th>JOB CATEGORIES</th>
<th>NUMBER OF EMPLOYEES</th>
<th>NEW HIRES (PREVIOUS 12 MONTHS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXECUTIVE/SENIOR LEVEL OFFICERS AND MANAGERS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FIRST/MID LEVEL OFFICERS AND MANAGERS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PROFESSIONALS</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>TECHNICIANS</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>SALES WORKERS</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>ADMINISTRATIVE SUPPORT WORKERS</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>CRAFT WORKERS</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>OPERATIVES</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>LABORERS/HELPERS</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>SERVICE WORKERS</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>TOTAL EMPLOYEES</td>
<td>10</td>
<td></td>
</tr>
</tbody>
</table>

Report the total maximum and minimum number of permanent employees during the period covered by this report.

<table>
<thead>
<tr>
<th>Maximum Number</th>
<th>Minimum Number</th>
</tr>
</thead>
</table>

Form VETS-4212 11/2014
Appendix H: Labor Law Posters and Duke Notices

The image below reflects a compliant bulletin board with Federal and State of North Carolina labor law posters and Duke policies and statements on display at various locations across the University and Health System. Information is reviewed annually to ensure compliance and new information is incorporated as it becomes available.
Appendix I: Contacts and Resources

Duke University Contacts

Disability Management System  www.access.duke.edu (TTY 919-668-1329) ........ 919-668-6213
Reasonable Accommodations Process ................................................................. 919-684-8247
Parking and Transportation Services ........................................................................ 919-684-7275
Duke Police (for emergencies, dial 911) ................................................................ 919-684-2444
Employee Occupational Health and Wellness .......................................................... 919-684-3136
Faculty Ombudsperson ............................................................................................ 919-613-7811
Human Resources, Duke University and Duke University Health System ............. 919-684-5600
Office for Institutional Equity .................................................................................... 919-684-8222
Patient and Visitor Relations ..................................................................................... 919-684-2020
Personal Assistance Service ...................................................................................... 919-416-1727

Resources

ADA Standards for Accessible Design
American Foundation for the Blind ........................................................................... www.afb.org
disABLEDperson ....................................................................................................... www.disabledperson.com
Eastern Paralyzed Veterans Association (EPVA) ..................................................... www.unitedspinal.org
Employer Assistance & Resource Network ............................................................ www.askear.com
Job Accommodation Network .................................................................................. www.askjan.org
National Business & Disability Council ................................................................. www.viscardicenter.org/services/nbdc/
Professional Diversity Network ............................................................................. www.prodivnet.com
Southeast ADA Center ............................................................................................... www.adasoutheast.org
U.S. Department of Justice (DOJ) ............................................................................. www.justice.gov
U.S. Department of Labor, Office of Disability Employment Policy ....................... www.dol.gov/odep
U.S. Office of Civil Rights (OCR) ............................................................................. www2.ed.gov/about/offices/list/ocr/index.html
Veterans’ Employment & Training Service (VETS) ................................................www.dol.gov/vets