

Executive Order 11246 Federal Affirmative Action Program

Affirmative Action Plan for Calendar Year 2014

University of Wisconsin Extension

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I. Equal Employment Opportunity/Affirmative Action Statement

It has been, and will continue to be, the policy of UW-Extension (UWEX) to promote the full realization of equal employment opportunity for minorities, women and persons with disabilities through a comprehensive affirmative action program. Affirmative action efforts for women, racial or ethnic minorities, persons with disabilities, and veterans will be undertaken to ensure equal opportunity and to overcome the present effects of past discrimination. The policy applies to all units and governs employment of all employees of UW-Extension, and covers all aspects of the employment relationship. In conformity with applicable University of Wisconsin System and Board of Regents policies, the chancellor of UW-Extension provides the Office of Inclusion with an adequate budget and staff commensurate with the responsibility for ensuring AA/EEO compliance will maintain an affirmative action/equal opportunity committee. Furthermore, UW-Extension is committed to providing reasonable accommodations for persons with disabilities to ensure equal access to employment and to all benefits associated with employment, and provides reasonable accommodations for religious practices upon request from employees.

In accordance with applicable federal laws, state statutes, and University of Wisconsin System and Board of Regents policies, the University of Wisconsin-Extension will protect and provide redress against discrimination or harassment in employment and educational opportunities on the basis of age, race, color, religion, creed, national origin, ancestry, sex, marital status, parental status, pregnancy, sexual orientation, gender identity or expression, cultural identity or expression, disability, arrest record, conviction record, veteran status or membership in the national guard, state defense force or any other reserve component of the military forces of the United States or Wisconsin. Any employee, student, or member of the public who believe they have witnessed unlawful discrimination or harassment, or feel they have been the target of unlawful discrimination or harassment, are encouraged to report the incident to a supervisor, campus administrator, HR professional, or to the Affirmative Action Officer in the Office of Inclusion. Retaliation against a person who files a discrimination complaint is also a form of discrimination which is against the law and will not be tolerated.

Complaint processes and procedures are available for all employees, students, and members of the public alleging unlawful discrimination and/or harassment in the employment setting can be found on the Office of Inclusion's website at <http://inclusion.uwex.uwc.edu/policies>. Notice of fair employment rights and procedures are posted at the various personnel offices as well as at all employing units.

An Affirmative Action Plan compendium will be posted on the Office of Inclusion website at http://www.uwex.uwc.edu/inclusion/resources/aa_eeo. In addition, this Affirmative Action Plan can be viewed in its entirety during normal business hours at the following locations: the Human Resources Office at any of the four UWEX Divisions, the Office of Human Resources at 432 N. Lake Street, Room 201, Madison, WI 53706, or the Office of Inclusion, 432 N. Lake Street, Room 501, Madison, WI 53706. To request this affirmative action plan in an alternative format, please call 608-262-0277 or 7-1-1 for Wisconsin Relay.

Aaron Brower, Interim Chancellor

Date

II. Responsibility for Implementation of the Affirmative Action Plan

The University of Wisconsin-Extension provides statewide access to university resources and research so the people of Wisconsin can learn, grow and succeed at all stages of life. UW-Extension carries out this tradition of the Wisconsin Idea – extending the boundaries of the university to the boundaries of the state – through its four divisions of continuing education, cooperative extension, entrepreneurship and economic development and broadcast and media innovations.

Interim Chancellor Aaron Brower is the chief executive officer of UW-Extension (UWEX) and UW Colleges (UWC) and reports to the president of the UW System, Ray Cross. The chancellor and a central executive administrative staff are located in Madison, Wisconsin. Each of the four divisions of UWEX is administered by a dean or director who reports to the chancellor.

As the chief executive officer of UW-Extension, the chancellor has the overall responsibility for its equal employment opportunity and affirmative action programs. The operational aspects of the EEO/AA program are delegated to various offices within UWEX. In the absence of the Chancellor, per Wisconsin Statute, the Vice Chancellor assumes the responsibilities of the chief executive officer.

The Chancellor has delegated oversight responsibilities for AA/EEO compliance to the Office of Inclusion. The Director of the Office of Inclusion has assigned operational aspects of AA/EEO compliance to staff within the office, specifically the Assistant to the Chancellor for Affirmative Action (AA Officer) and the Civil Rights Specialist. In this capacity, OEDI staff has the full support and access to senior management officials including the Chancellor, Deans and Directors, and other members of the administration who have AA/EEO responsibilities. OEDI staff members are responsible and accountable for:

- developing AA/EEO policies and processes;
- assisting in the development of AA/EEO compliant personnel processes;
- working with the Director of Personnel to design audit and reporting systems to monitor compliance;
- investigating, resolving, or otherwise recommending to the Chancellor the disposition of complaints of unlawful discrimination;
- coordinating the development of the annual Affirmative Action Plan;
- developing AA/EEO training programs;
- assisting management in identifying problem areas and in arriving at solutions;
- submitting required reports to external agencies;
- serving as a liaison between UW-Extension, UW System legal counsel, and enforcement agencies; and
- keeping management informed on the latest developments in AA/EEO laws and best practices.

The Chancellor, Vice Chancellor, Associate and Assistant Vice Chancellors, Deans (incl. Assoc & Asst Deans), Directors, and other supervisory personnel are responsible and accountable for the implementation of the affirmative action program within their units and for units reporting directly to them. Specific responsibilities include, but are not limited to:

- collecting and reporting data required for monitoring the affirmative action program;
- preparing position announcements, advertising copy, and recruitment plans per established personnel and affirmative action policies and procedures;

- ensuring that the AA/EEO statement “UW-Extension is an equal opportunity/affirmative action employer” is included in all employment advertisements and in all web and print media (i.e., brochures, annual reports, etc.)
- ensuring that criteria established for recruitment, hire, promotion, termination are applied fairly during the selection process;
- maintaining equitable processes for hires, promotions, transfers, layoffs, and terminations;
- creating and maintaining a working environment free of discrimination and harassment;
- working with the Office of Inclusion to provide accommodations to employees with disabilities (including pregnancy) or religious accommodations;
- ensuring proper AA/EEO posting requirements at all UWEX facilities; and,
- promoting the affirmative action/equal opportunity commitments of UW-Extension to communities and other constituents including developing relationships with organizations that assist women, minorities, veterans, and persons with disabilities in employment.

The Human Resources Directors and Managers are responsible and accountable for the following aspects of the affirmative action program:

- working with the AA Officer to develop personnel processes that are AA/EEO compliant;
- working with the AA Officer to design audit and reporting systems to measure program effectiveness;
- monitoring the hiring process to ensure good faith efforts are made to recruit, interview, and appoint women and minorities;
- monitoring the implementation and evaluating the results of action plans that address problem areas;
- serving as the liaison between UW-Extension, UW System legal counsel, and enforcement agencies;
- initiating salary equity studies;
- ensuring that all employees and prospective employees have the opportunity to identify race/ethnicity, disability, and/or veteran status;
- providing necessary personnel data to the Office of Inclusion, including institutional hire, promotion, and termination data;
- such other activities as may be delegated by the chancellor to promote the affirmative action program of UW-Extension.

The Vice Chancellor for Administrative and Financial Services is responsible and accountable for the following aspects of the affirmative action program:

- ensuring that all facilities owned or maintained by UWC are desegregated and accessible for persons with disabilities, and those gender-specific facilities such as locker rooms and restrooms are comparable.
- ensuring that written notification of the EEO/AA policy is sent to subcontractors, vendors and suppliers requesting appropriate action on their part. The equal opportunity clauses that are found at 60-1.4, 250.4 and 741.4 will be referenced in all purchase orders, leases, contracts, etc. covered by Executive Order 11246, as amended; and the Readjustment Assistance Act of 1974; and the Rehabilitation Act of 1974, as amended.

Finally, equal opportunity/affirmative action efforts are the responsibility of all members of the university community. Performance evaluation of administrators and hiring authorities will include an assessment of,

attention to and support of affirmative action and are evaluated annually on the basis of their performance with respect to these important institutional policies and principles.

III. Dissemination of Equal Opportunity/Affirmative Action Policy

The University of Wisconsin-Colleges Equal Employment Opportunity/Affirmative Action (EEO/AA) Policy Statement will be disseminated throughout UW-Extension and to all employees--students, limited term, project, classified personnel, academic staff, faculty, deans, directors, and other limited appointees.

A. Internal Policy Dissemination

The EEO/AA policy statement will be *disseminated internally* as follows:

- Included in UW-Extension policy manuals such as the Unclassified Personnel Guidelines, Classified Personnel Policies, and in any Search and Screen Guidelines. Also included in any divisional, departmental, and/or unit personnel policies manuals and employee handbooks.
- Distributed to the Executive Committee, the Secretary of the Faculty and Academic Staff, all Human Resources/Personnel Officers and to all management officials, administrators and/or supervisors of UW-Extension.
- Publicized annually in the institutional periodical(s) and in divisional newsletters directed toward employees, students/clientele and other participants in UW-Extension education. Also, published as an insert in these and other communication vehicles for both internal and external audiences.
- Addressed in special meetings with executive, management and supervisory personnel to explain the intent of the policy and to explain individual responsibility for effective implementation and to make clear the Chancellor's commitment.
- Addressed during employee orientation sessions, other supervisory or management training sessions, or during special meetings with other employees to discuss the policy and to explain individual employee responsibilities.
- Discussed in meetings with union officials to inform them of the policy and to request their cooperation.
- Published in UW-Extension publications and articles covering EEO/AA programs, progress reports and promotions or other achievements of minority and women employees, and employees with disabilities.
- Conveyed in nondiscrimination clauses in all union agreements and in all contractual provisions reviewed to ensure they are nondiscriminatory.
- Communicated in writing to employees; provide information to enable employees to be aware of and avail themselves of its benefits.
- Conveyed in handbooks, and other publications monitored to ensure that minority and non-minority women, men and people with disabilities are depicted.
- The phrase "UW-Extension is an Affirmative Action/Equal Opportunity Employer, minorities, women, veterans, and persons with disabilities are encouraged to apply" or other appropriate nondiscrimination and affirmative action statement included in all employment advertisements and announcements.

B. External Dissemination

The EEO/AA policy statement will be disseminated *externally* as follows:

- All major recruiting sources will be informed both verbally and in writing of our commitment to employ minorities, women, and individuals with disabilities, disabled and Vietnam Era veterans, stipulating that these resources actively recruit and refer individuals in these categories for vacancies, and will comply with all AA/EEO laws and policies.
- All recruiting literature will contain an Affirmative Action/Equal Employment Opportunity statement.
- Written notification of the EEO/AA policy will be sent to subcontractors, vendors and suppliers requesting appropriate action on their part. The equal opportunity clauses that are found at 60-1.4, 250.4 and 741.4 will be referenced in all purchase orders, leases, contracts, etc. covered by Executive Order 11246, as amended; and the Readjustment Assistance Act of 1974; and the Rehabilitation Act of 1974, as amended.
- Prospective employees will be made aware of the existence of the affirmative action program, and will be provided information to enable them to avail themselves of its benefits.
- Written notification of EEO/AA policy sent to minority and women's organizations, community based organizations, community leaders, secondary schools, colleges and universities serving Hispanic/Latino, Native American/American Indian and Black or African American students.¹
- Minority and non-minority men, women and people with disabilities shall be depicted in consumer and help wanted advertising.

C. Outreach and Recruitment

UW-Extension will review its employment practices to ensure that its personnel policies and practices are consistent with its Affirmative Action Program for the employment and advancement of minorities, women, individuals with disabilities and covered veterans. In conjunction with these programs, hiring authorities (deans, directors, unit administrators, managers and supervisors) and human resources/personnel officers within UW-Extension will undertake the following outreach and positive recruitment activities:

- Position announcements for all UW-Extension positions will be sent to Job Service of Wisconsin. Where feasible, recruiting programs will be established with these offices, which provide assistance in locating qualified applicants.
- Human Resources/Personnel Officers and others with recruitment or hiring responsibilities shall take positive action steps to recruit minorities, women, persons with disabilities and covered veterans to perform the jobs for which UW-Extension hires.
- Promotional packets shall be developed and distributed to interested individuals and organizations. Minorities, women and persons with disabilities will be featured in print or video publications developed. These packets should include information regarding:

¹ "...colleges and universities serving..." refers to institutions on higher education with student populations where the student population is 25% or more Native American/American Indian, Hispanic/Latino and/or Black or African American.

- UW-Extension, University System and state government structure
- Institutional and divisional mission statements
- All projected job opportunity forecasts and position descriptions (including permanent Classified and Unclassified, LTE and Project positions)
- Application procedures and test dates (if applicable)
- Employee benefits, hours of work and location
- A list of UW-Extension affirmative action and human resources contacts
- Establish ongoing relationships with colleges (including technical colleges) and universities to expand recruitment sources.
- Foster relationships with Community Based Organizations (CBOs) to expand sources for recruitment. This should include groups that serve racial/ethnic minorities, females, veterans and persons with disabilities.
- Use resources in the Office of Inclusion to assist in the identification of individuals and organizations to assist with recruitment of affirmative action group members.
- Establish relationships with CBOs to explain UW-Extension programs and advise them of resources. Write letters and initiate follow-up phone calls to establish personal dialogue and professional relationship with the CBOs.
- Arrange visits to CBO offices and make presentations to their membership or other constituents to complement UW-Extension outreach efforts.
- Invite CBO leaders to visit the division/department/unit to explain UW-Extension employment opportunities and expose to UW-Extension work environment.
- Advertise position vacancies and job announcements in CBO newsletters or other communication vehicles.
- The Chancellor, Deans and Directors or other appropriate staff will seek opportunities to attend annual banquets or other special events sponsored by CBOs.
- Establish connections with members of clergy that provide services to various racial/ethnic, women or people with disabilities.
- Hiring authorities shall advertise employment opportunities in community papers, magazines or other media outlets that serve racial/ethnic minorities, women and people with disabilities. In addition they shall:
 - Allocate a portion of recruitment and advertising budgets to achieve broad coverage thereby contributing to the creation of diverse applicant pools.
 - Work with the communications specialists in each division to arrange for the publication of special feature stories about UW-Extension, particularly those that depict women, racial/ethnic minorities and people with disabilities.

IV. Statistical Measures Used in this Report

To determine whether or not minorities and women are fairly represented in the workforce; their representation is compared to their availability in the reasonable recruitment area. This process includes four steps: (1) the development of a current workforce analysis; (2) the grouping of job titles into job groups; (3) the

determination of availability of women and minorities in reasonable recruitment areas within those job groups; and 4) a comparison of job group incumbents with estimated availability.

A. Workforce Analysis (41 CRF § 60-2.11 (a)) - Appendix A

The workforce analysis provides a listing of each job title in each department. The following information is given for each job title: the total number of incumbents, the total number of female and male incumbents, the total number of minority incumbents, and the total number of female and male incumbents in each race or ethnic category. The workforce data is obtained from the UW System payroll database, and is a snapshot of UWEX's workforce as of the last payroll of October, 2013. This section also includes the included/excluded employee report, which identifies the employees who are paid through the University of Wisconsin-Extension, but who work for both UWC and UWEX. UW-Extension's chancellor is excluded from the analysis as all chancellors are hired by the UW System President and are included in their affirmative action plan.

B. Job Group Analysis (41 CFR § 60-2.12 and 60-2.13) - Appendix B

All Titles from the workforce analysis are placed into job groups having similar content, wage rates, and opportunities. Job groups for classified staff are grouped according to the job groups assigned by the State of Wisconsin Office of State Employment Relations (OSER). Job Groups for Unclassified Staff, Faculty, and Instructional Academic Staff are grouped first according to UW System's Unclassified Personnel Guidelines #Unclassified Personnel Guidelines #4, and then by faculty department for faculty or IAS titles or functional area for administrative titles. Job Groups for all titles apply institution-wide.

Titles within job groups are ranked from the lowest to the highest paid. For each job title, the following information is provided: the total number of incumbents, the total number of female incumbents, and the total number of minority incumbents.

C. Availability Analysis (41 CFR § 60-2.14) - Appendix C

The availability analysis calculates the expected participation level of minorities and women in each job group based on reasonable recruitment areas. The availability percentages are referenced in the Incumbency v. Availability Summary, which may be found in Section III of this volume.

Most job group categories use data from the 2010 United States Census. The census areas used vary by job group but use United States and Wisconsin for recruitment areas. United States Census data is also used for unclassified positions and faculty job groups, but 2012 graduation data from the Integrated Postsecondary Education Data System (IPEDS) is more heavily weighted in these job groups.

D. Incumbency v. Estimated Availability (41 CFR § 60-2.15) - Appendix D

This analysis is prepared after availability rates for women and minorities in each job group are established. The percentage of women and minorities participating in each job group is compared with their estimated availability in the labor market. A Two Standard Deviation Test is used to determine if the percentage of women and minorities in the workforce is less than

would reasonably be expected based on availability data. If the difference is more than two standard deviations, a placement goal is established for that job group and a problem area is identified. In the instance of a small job group where standard deviation is not appropriate, any difference is shown and a goal is identified for that job group. The Incumbency v. Estimated Availability Analysis Report is included in this volume as Appendix C.

V. Placement Goals by Job Group (41 CFR § 60-2.16)

The University of Wisconsin-Extension (UWEX) is a federal government contractor and, as such, has an obligation to comply with federal affirmative action regulations. Where required by law and in accordance with the U.S. Labor Department Office of Federal Contract Compliance Programs recommendations for compliance with Executive Order 11246, UWEX has established placement goals for jobs where women or minorities are not currently participating in the numbers expected by their availability. However, it is important to note that, pursuant to Executive Order 11246, federal contractors are not required to engage in the use of employment preferences or quotas. Specifically, the OFCCP has been clear that a covered federal contractor or subcontractor may always employ the “best qualified” candidate for the position in question, even if minorities and women have been “underutilized” in that particular area of employment.

Properly understood, OFCCP goals are most useful in establishing recruitment pool selection percentages to insure that recruiters have the opportunity to know the size of the available pool of qualified candidates to help inform whether their recruiting efforts are sufficiently comprehensive. In other words, OFCCP’s “Placement Goals” operate in the way of a “quality control check” to help recruiters know if they have successfully recruited to the extent of the availability of the market.

Based on Incumbency v. Availability Analysis, the Office of Inclusion has established placement goals for the following job groups. UW-Extension will make a good faith effort to recruit, hire, and promote women and minorities in the following job groups at the rates indicated.

Job Group	Women	Minorities
001 University Staff Supervisors	Yes	
A01 Executive Administrators	Yes	
A02 Directors & Admin Officers	Yes	
A03 Program Managers	Yes	Yes
F01 Faculty 4H YD		Yes
F02 Faculty AG Nat Res	Yes	Yes
F03 Faculty CNRED		Yes
F04 Faculty Family Liv		Yes

VI. Identification of Problem Areas (41 CFR § 60-2.33)

The following items have been identified as problem areas for recruitment and retention of faculty and staff at UW-Extension, particularly in the job groups where underutilization of women and minorities have been identified.

- Because of UWEX's statewide distribution, positions are frequently located in non-metropolitan areas or in communities with little racial or ethnic diversity, which may create difficulties in building a diverse candidate pool.
- There is very little salary flexibility in the current pay plan, and salary ranges have fallen below peer institutions and do not meet candidates' expectations. Also, for some positions, salaries are no longer competitive with what is available in private industry.
- Fringe benefit packages continue to deteriorate, and faculty and staff haven't received pay increases in approximately 5 years, which further exacerbates the compensation difficulties. UW-Extension is also losing employees at lower titles levels (in a progression series, such as faculty) because they are recruited to other institutions with more favorable compensation packages.
- Both the state of Wisconsin and the University of Wisconsin system have been the center of political turmoil and negative media stories. The polarized political environment, combined with public controversies involving the UW System, create an impression of a state and university system in flux. In prior years, recruiters could promote Wisconsin's quality of life and economic opportunities, which is more difficult now given the tumultuous national media coverage and the state's troubled economic status.
- Budgets for wide-spread advertising have been reduced.
- Openings for positions in some job groups, such as Executive Administrators, are infrequent. When openings occur at this level, UWEX is committed to recruitment among specialty groups and organizations that have substantial participation by females and/or minorities.

VII. Action-Oriented Programs (41 CFR. § 60-2.17(c))

A. General Programs at the Institutional-level

- Make efforts to attract a large and diverse pool of qualified applicants, particularly inclusive of groups associated with affirmative action recruitment goals.
- Try to increase salary and improve benefits package to make the job more inviting to highly sought-after minority applicants.
- Update search and screen processes to guide departments in their hiring efforts.
- Provide training to each search committee to ensure that they understand their equal employment opportunity/affirmative action responsibilities as a search committee member.
- Create an online list of recruitment resources to assist in enlarging and diversifying pools of candidates as well as an internal list of individuals willing to participate in balanced interview panels.
- Continue to work with new HRS team on TAM module to ensure it is meeting the recruiting needs of AA and to coordinate the data collection process for analyzing the amount diversity in applicant pools.
- Continue to offer Multicultural Awareness Trainings for all staff.

- Expand trainings on Discrimination and Harassment, AA/EEO Fundamentals, Conflict Resolutions, etc.
- UW-Extension actively recruits and encourages qualified minorities and women to apply for vacancies.
- UW-Extension sends job vacancy announcements to targeted minority and women’s associations, organizations and interest groups and encourages them to refer qualified candidates.
- UW-Extension seeks to empanel balanced and diverse search committees, all of whom are encouraged to actively network for well-qualified, diverse applicants.
- UW-Extension requires that executive search consultant representatives actively recruit a diverse and well-qualified candidate pool, whenever a search firm is retained to support an executive recruitment.

B. Divisional-level activities Broadcasting & Media Innovations

1. Action-oriented tasks or programs to address problem areas:

- Each BAMI unit director is tasked with personally providing diversity and inclusion expectations to each recruitment committee at the initiation of the recruitment.
- Each unit director is tasked with making personal outreach (phone, email, in person) to individuals and groups in underrepresented communities announcing our position openings and inviting participation by people within those networks.
- Lists of interested community groups are maintained and refreshed annually and each community group receives postings of BAMI job openings
- Lists of specialty professional organizations that have substantial participation by females and minorities are maintained and refreshed annually; each identified specialty professional organization receives announcement of BAMI openings.

2. Specific recruitment, selection, and/or promotional initiatives that target women, minorities, veterans, or people with disabilities in your division:

- BAMI participates in and underwrites the Emma Bowen Foundation Scholar Program, aimed at preparing females and minorities for careers in broadcasting. Upon achieving her undergraduate degree, the past Emma Bowen Scholar was promoted to a full time position within WPR. The current Emma Bowen Scholar is in her first undergraduate year and is working within WPT and WPR as a student employee.
- WPT is participating in the Corporation for Public Broadcasting’s Workforce Diversity Associates Program and has hired an individual to be its Online Editor.
- BAMI participates in the SAAIP/TopJobs program through UW-Extension. This summer internship program targets placing underrepresented student populations in 3-month positions within BAMI.
- Every BAMI job posting references diversity and inclusion as organizational assets.

3. Other diversity-related programs or initiatives within BAMI:

- BAMI participates in the UW-Extension/UW-Colleges Leadership Academy, a formal, two-year leadership training program for individual contributors and managers. The current 2-

year class, which began in January 2011, includes eight people from BAMl: five women and three men.

- BAMl has senior-level administrators who have substantial responsibility in making hiring decisions participate in job fairs.
- BAMl management-level personnel are expected to attend the two-day University of Wisconsin-Extension-sponsored Multicultural Awareness Training. Since its inauguration in 2005, 60 BAMl employees have taken the training; 32 managers/supervisors have taken the training.
- WPR and WPT have engaged and will continue to engage national experts to provide advice and best practices for incorporating diversity and inclusion into its programming content.

C. Cooperative Extension

- Cooperative Extension (CE) provides orientation for every recruitment committee to ensure they understand the recruitment guidelines.
- CE includes “cultural competence” as a minimum requirement for all positions.
- CE supports 10 or more colleagues to serve as Multicultural Awareness Program facilitators (including the Dean and Associate Dean), which models its commitment to inclusion and diversity.
- CE has revamped their Civil Rights Review process to be more inclusive and focused on celebrating successes in reaching out to diverse audiences.
- CE continues to develop internships for the UWEX Summer Affirmative Action Internship program.

VIII. Audit and Reporting Systems

The Affirmative Action Officer has the responsibility for developing and preparing the formal documents of the AAP and monitoring parts of the plan for compliance; however, responsibility for effective implementation of the plan is vested with the administrators, managers, and supervisors throughout the organization. UWEX’s audit and reporting system is designed to:

- Measure the effectiveness of the AAP/EEO program;
- Document personnel activities;
- Identify problem areas where remedial action is needed; and
- Determine the degree to which UWEX’s AAP goals and objectives have been obtained.

The following activities are reviewed at least annually to ensure freedom from discrimination or stereotyping of individuals with disabilities and protected veterans in any manner, including that which may limit their access to any job for which they are qualified:

- Recruitment, advertising, and job application procedures;
- Hiring, promotion, upgrading, award of tenure, layoff, recall from layoff;
- Rates of pay and any other forms of compensation including fringe benefits;
- Job assignments, job classifications, job descriptions, and seniority lists;
- Sick leave, leaves of absence, or any other leave;
- Training, apprenticeships, attendance at professional meetings and conferences; and
- Any other term, condition, or privilege of employment.

UWEX's audit system includes an annual report to comply with its EEO/AAP responsibilities. Managers and supervisors are asked to report any current or foreseeable EEO problem areas and are asked to outline their suggestions/recommendations for solutions. If problem areas arise, the manager or supervisor is to report problem areas immediately to the Affirmative Action Officer, who will then recommend steps for remedial action to address the problem.

IX. Affirmative Action Program for Individuals with Disabilities, Special Disabled Veterans, and Vietnam Era Veterans (41 C.F.R. § 60-250, 41 C.F.R. § 60-741)

The University of Wisconsin-Extension complies with 41 Code of Federal Regulations (CFR) Part 60-250 title Affirmative Action and Nondiscrimination Obligation of Contractors and Subcontractors Regarding Special Disabled Veterans and Veterans of the Vietnam Era, as well as 41 CFR Part 60-741 titled Affirmative Action and Nondiscrimination Obligations of Contractors and Subcontractors Regarding Individuals with Disabilities. Specifically, UW-Extension:

- Ensures that an employee or applicant for employment is not discriminated against on the basis of a disability, disabled veteran status, or Vietnam era veteran status in any position for which an employee or job applicant is qualified.
- Ensures equal opportunity to employ and promote qualified individuals with disabilities and covered veterans at all levels of employment and includes all employment actions.
- Ensures UWEX's participation in and involvement with community programs or events whose goal is to promote employment of qualified individuals with disabilities and covered veterans.
- Provides reasonable accommodations for qualified individuals with known disabilities, unless doing so would result in an undue hardship to the university.
- Prohibits harassment of any individual on the basis of disability, veteran's status, and all other protected characteristics.
- Complies with all applicable state and federal nondiscrimination employment laws regarding individuals with disabilities and covered veterans.
- Prohibits persons from intimidating, threatening, coercing, or discriminating against any individuals or interfering with the filing of a complaint, furnishing information or assisting in investigations, compliance hearings, or any other activity related to the administration of this Affirmative Action Plan.