



## UNIVERSITY OF WISCONSIN-MILWAUKEE

**Affirmative Action Plan for Active Duty Wartime/Campaign Badge  
Veterans, Armed Forces Service Medal Veterans,  
Disabled Veterans, and Recently Separated Veterans**

AAP Start Date: October 31, 2020

# **AFFIRMATIVE ACTION PLAN FOR ACTIVE DUTY WARTIME/CAMPAIGN BADGE VETERANS, ARMED FORCES SERVICE MEDAL VETERANS, DISABLED VETERANS, AND RECENTLY SEPARATED VETERANS**

## **I. PURPOSE, POLICY, AND DEFINITIONS**

The University of Wisconsin-Milwaukee (UWM) is committed to providing equal employment opportunity for all applicants and employees who may be protected veterans. UWM will provide equal employment opportunity in regard to recruitment, selection, hiring, promotion, transfer, demotion, layoff, recall from layoff, leaves of absence, training, termination, benefits, compensation, and in any other term, condition, or privilege of employment. To help achieve these objectives, UWM has prepared this affirmative action plan (AAP) for active duty wartime or campaign badge veterans, Armed Forces service medal veterans, disabled veterans, and recently separated veterans. This AAP has been designed to help UWM achieve the following objectives:

- A. Ensure that there is no discrimination against any employee or applicant for employment because of veteran status in regard to any position for which the employee or applicant is qualified.
- B. Take affirmative action to employ and advance in employment qualified protected veterans at all levels of employment.
- C. Comply with all applicable rules, regulations, and relevant orders of the Secretary of Labor regarding non-discrimination concerning protected veterans.

The following definitions shall apply in this document:

“The Act” – the Vietnam Era Veterans Readjustment Assistance Act of 1974, as amended.

“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.

“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” – (1) 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 (2) a person who was discharged or released from active duty because of a service-connected disability.

“Qualified Disabled Veteran” – a disabled veteran who has the ability to perform the essential functions of the employment position with or without reasonable accommodation.

"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.

"Protected Veteran" – a veteran who may be classified as an active duty wartime/campaign badge veteran, Armed Forces service medal veteran, disabled veteran, or recently separated veteran as defined by the Vietnam Era Veterans Readjustment Assistance Act.

## **II. APPLICABILITY OF THE AFFIRMATIVE ACTION PROGRAM (41 CFR 60-300.40)**

This AAP will be reviewed and updated annually. If there are any significant changes in procedures, rights, or benefits as a result of the annual updating, those changes will be communicated to employees and applicants for employment.

## **III. AVAILABILITY OF AFFIRMATIVE ACTION PROGRAM (41 CFR 60-300.41)**

This AAP will be made available to applicants and employees upon request. The AAP may be reviewed by applicants and employees during normal business hours at UWM's Office of Equity/Diversity Services (EDS) or at the Department of Human Resources. Portions of this AAP are made available online at the EDS website. All parts of the AAP will be made available except those parts that contain specific information that may relate to individual employees or that may otherwise constitute trade secrets or other information protected under the Wisconsin Public Records Law.

## **IV. INVITATION TO SELF-IDENTIFY (41 CFR 60-300.42)**

UWM invites applicants and employees who believe themselves covered by the Act to identify themselves. All forms used as an invitation to self-identify indicate that completion of the forms is voluntary, that information will be kept confidential, and that refusal to provide information will not subject an applicant or employee to any adverse treatment.

Applicants and employees are provided with an invitation to self-identify at the following times:

- A. During the pre-offer stage of the selection process.
- B. After an offer of employment has been made to the applicant and before the applicant begins his or her job duties.
- C. During a re-survey of the workforce, which provides each employee an opportunity to self-identify as a protected veteran. UWM may re-survey for other demographic information at the same time that the re-survey concerning protected veteran status is conducted. UWM conducted such a re-survey of its workforce in October 2019.

The form used to solicit information on veteran status from applicants at the pre-offer stage of the selection process is attached to this AAP as Exhibit 1.

The form used to solicit information on veteran status from employees at the post-offer stage of the selection process is attached to this AAP as Exhibit 2.

## **V. POLICY STATEMENT (41 CFR 60-300.43 and 41 CFR 60-300.44(a))**

UWM has developed an Equal Employment Opportunity Policy statement that outlines its commitment to applicants and employees. The policy statement is posted on UWM bulletin boards and on UWM's website. When requested, the policy statement will be provided in a form that is accessible to an applicant or employee with a disability. The policy statement indicates that this affirmative action plan has the full support of UWM's Chancellor. A copy of the policy statement is attached to this AAP as Exhibit 3.

## **VI. REVIEW OF PERSONNEL PROCESSES (41 CFR 60-300.44(b))**

UWM's personnel processes provide for a proper assessment of the job qualifications of applicants and employees who are known protected veterans. These personnel processes are reviewed on a periodic basis, and necessary revisions are made in order to help UWM meet its equal opportunity and affirmative action obligations. UWM will ensure that employees involved in selection procedures consider only the relevant portions of the military records of a protected veteran. UWM will also ensure that there is no stereotyping of protected veterans. UWM has reviewed its personnel processes as part of the completion of this AAP and has discovered no specific issues that adversely affect the employment of protected veterans.

## **VII. PHYSICAL AND MENTAL QUALIFICATIONS (41 CFR 60-300.44(c))**

UWM reviews physical and mental job qualifications at the time positions open to ensure that they are job-related and consistent with business necessity and the safe performance of the job.

To the extent that physical or mental job qualifications screen out or tend to screen out qualified disabled veterans in the selection of individuals for employment or changes in employment status such as promotion or training, UWM ensures that the requirements are related to the specific job(s) for which an individual is being considered and are consistent with business necessity and the safe performance of the job.

## **VIII. REASONABLE ACCOMMODATION (41 CFR 60-300.44(d))**

UWM has in place a Reasonable Accommodations Policy and Procedures for Employees, a copy of which is attached to this AAP as Exhibit 4. The policy explains the rights of applicants and employees with disabilities—including disabled veterans—and details the process for requesting a reasonable accommodation, and the appeals process for any applicant or employee with a disability. UWM will provide reasonable accommodation for the disability of any job applicant or employee unless such an accommodation would create an undue hardship.

Employees may request accommodations in different ways. In some instances, an employee might not make a direct request for an accommodation and instead may simply indicate that his or her condition is causing difficulties on the job. Supervisors are to consider all such requests—both direct and indirect—as requests for an accommodation of a disability. Records relating to disability accommodation requests are maintained in confidential files, and are kept separate from the employee's official or unofficial personnel files.

When an employee known to be a disabled veteran is demonstrating significant performance issues, and such issues may be related to his/her disability, the employee is confidentially notified of the performance issue. In such cases, the employee is made aware of the options for making

a reasonable accommodation request. The employee is also made aware of UWM's confidential employee assistance provider, which can provide services to employees who may be experiencing problems that are affecting their work performance.

## **IX. HARASSMENT (41 CFR 60-300.44(e))**

UWM prohibits the harassment of any applicant or employee based on membership in any protected class, including protected veteran status. UWM will take all necessary steps to ensure that no person intimidates, threatens, coerces, or discriminates against any individual for the purpose of interfering with the filing of a complaint, furnishing information, or assisting or participating in any manner in any activity related to the administration of the Act. See Exhibit 5 for a copy of UWM's Discriminatory Conduct Policy which contains more information on this subject.

## **X. EXTERNAL DISSEMINATION OF POLICY, OUTREACH, AND POSITIVE RECRUITMENT (41 CFR 60-300.44(f)1 and 2)**

UWM makes appropriate outreach and positive recruitment efforts that may assist in the recruitment of protected veterans. The full scope and nature of UWM's outreach efforts may vary from year to year as UWM analyzes its success in finding qualified protected veterans.

### **A. External Dissemination of Policy**

UWM undertakes various actions in order to disseminate its Equal Employment Opportunity Policy to those outside UWM. One of the actions UWM takes is an annual distribution of a notification of UWM's policy to all vendors and subcontractors that may be covered by the Act. A copy of this notification is included with this AAP as Exhibit 6.

### **B. Examples of Outreach and Positive Recruitment**

- UWM informs all major recruiting sources both orally and in writing of its commitment to employ protected veterans.
- UWM lists employment openings with the relevant Employment Service Delivery Systems (ESDS) office. UWM has notified the relevant ESDS office of UWM's status as a federal contractor and has requested the priority referral of protected veterans.
- All job advertisements contain a statement indicating that UWM is an equal opportunity employer of protected veterans.
- Applicants are provided with opportunities to view the federal "EEO is the Law" poster and the poster supplement on UWM bulletin boards and on applicable portions of UWM's website.
- UWM has posted its Equal Employment Opportunity Policy statement on bulletin boards and on its website as a way to ensure that applicants can view the policy statement.
- UWM carefully scrutinizes each vacancy announcement to ensure that minimum qualifications represent the basic requirements needed to perform the duties of the position and that all qualifications (both minimum and preferred) are carefully stated to ensure that applicants with alternative but equally valuable experiences are not excluded from consideration. In particular, each qualification is analyzed to make sure that it does not have the effect of deterring or screening out protected veterans.

- EDS maintains and updates a list of veteran and disability community resources. EDS provides this list to human resource personnel and encourages them to advertise with some of the resources identified on this list.

## XI. ASSESSMENT OF OUTREACH AND RECRUITMENT EFFORTS (41 CFR 60-300.44(f)3)

Each division, school, and college conducts an annual assessment of outreach and recruitment efforts to evaluate their effectiveness in identifying and recruiting qualified protected veterans. UWM has collected information from these units and has reviewed the following information as part of this year's assessment of outreach and recruitment efforts:

**A. Recruitment Sources:** UWM has reviewed the number and nature of recruitment sources used to find protected veterans. While each division, school, and college have a different approach to the recruitment of protected veterans, each unit is committed to the recruitment and selection of protected veterans. Among the recruitment sources used to find protected veterans were the following:

- The State of Wisconsin's Office of Veterans Services, which is a part of the Wisconsin ESDS;
- The U.S. Department of Veterans Affairs;
- The Milwaukee County Veterans Services Office;
- The Waukesha County Veterans Services Office;
- The UW System Veteran's Affairs Coordinators;
- VetsNet: Wisconsin Veterans Network ([wsvetsnet.org](http://wsvetsnet.org)), a service that assists veterans with finding work and connecting with employers for work opportunities;
- Veterans in Higher Ed ([veteransinhighered.com](http://veteransinhighered.com));
- Hire Patriots ([hirepatriots.com](http://hirepatriots.com));
- Hire Heroes USA;
- HireVeterans ([hireveterans.com](http://hireveterans.com)), a website that is focused on connecting veterans with potential employers;
- Wisconsin Veterans Chamber of Commerce.

**B. Other Programs:** The various divisions, schools, and colleges take a number of additional actions to more effectively recruit veterans. Among these efforts were the following:

- Placement of vacancy announcements in areas of the UWM campus with a high concentration of students who are protected veterans, such as the Criminal Justice Department in the School of Social Welfare;
- Developing partnerships with the UWM Military and Veterans Resource Center;
- Participating in job fairs and other outreach programs to attract more veterans and veteran students.

**C. Assessment of Data Collected on Protected Veterans:** UWM has reviewed the data it has collected on applicants, job openings, jobs filled, and hires during the last three years. This data suggests that there were a number of known protected veterans who expressed interest in openings during the last AAP year, although known protected veterans constituted only 1.8% of the total population of persons who expressed interest in open positions. This was the same rate seen the previous AAP year, when approximately 1.8% of applicants were known protected veterans. There was one (1) known protected veteran who was "hired" (i.e., who came into the workforce through an external hire or who were

promoted to a new position) during the last AAP year, which represents a decrease from the seven (7) known protected veterans who were “hired” during the previous AAP year.

Protected veterans constituted approximately 0.3% of the total number of individuals who were “hired” during the last AAP year. This percentage represents a decrease from the previous AAP year, when protected veterans constituted approximately 1.4% of the total number of individuals who were “hired.” The Division of Finance & Administrative Affairs had the most success in attracting known protected veterans for open positions during the last AAP year, followed by the Division of Student Affairs. The known protected veteran who was “hired” during the last AAP year was “hired” into the Division of Student Affairs.

Based on the assessment above, UWM intends to take the following actions during the current AAP year:

- UWM will assess its current recruitment sources to determine whether these sources are referring qualified veterans.
- Certain UWM divisions, schools, and colleges will expand the resources they are using to recruit individuals with disabilities.
- Divisions, schools, and colleges will work more extensively with UWM’s Military and Veterans Resource Center.
- UWM will examine its applicant tracking system to determine whether the process being used to acquire self-identification information from protected veterans needs modification in order to encourage more protected veterans to self-identify.
- UWM will review the results of recent recruitments to assess which recruitment sources are referring qualified protected veterans, and to assess whether recruitment sources that should be able to refer protected veterans are, in fact, providing any candidates.
- UWM will review whether the process used to collect veteran information from persons who are considered hires is providing accurate data.

UWM has considered that part of the reason there are a limited number of protected veterans appearing in data on employees is that protected veterans have been reluctant to self-identify. It is possible that UWM has a significantly larger number of protected veterans in its workforce than is currently being reported, and that UWM has been hiring a larger number of protected veterans than is currently being reported.

## **XII. INTERNAL DISSEMINATION OF POLICY (41 CFR 60-300.44(g))**

UWM undertakes various actions in order to disseminate its Equal Employment Opportunity Policy to employees. Among the actions UWM takes are the following:

- A. UWM includes the policy on UWM’s website.
- B. UWM posts the policy, as well as the federal “EEO is the Law” poster and the poster supplement, on UWM bulletin boards.

## **XIII. AUDIT AND REPORTING SYSTEM (41 CFR 60-300.44(h))**

UWM has an audit and reporting system that will:

- Measure the effectiveness of this affirmative action plan;
- Indicate the need for remedial action;
- Determine the degree to which UWM's objectives have been attained;
- Determine whether protected veterans have had the opportunity to participate in all university sponsored educational, training, recreational, and social activities;
- Measure the compliance with this affirmative action plan's specific obligations.

UWM documents actions taken to comply with the obligations noted above.

#### **XIV. RESPONSIBILITY FOR IMPLEMENTATION (41 CFR 60-300.44(l))**

The Director of the Office of Equity/Diversity Services is designated as the Equal Employment Opportunity Coordinator for the University of Wisconsin-Milwaukee. The Equal Employment Opportunity Coordinator has the support of his supervisor and other members of management in the implementation of this AAP. The Equal Employment Opportunity Coordinator, in conjunction with the Department of Human Resources, is responsible for overseeing the implementation of UWM's affirmative action activities. Various communications note that applicants and employees may contact EDS in order to learn about UWM's affirmative action plan.

#### **XV. TRAINING (41 CFR 60-300.44(j))**

Personnel involved in recruitment, screening, selection, promotion, discipline, and other personnel actions will be trained on UWM's regulatory obligations under the Act and the commitments in this AAP.

#### **XVI. DATA COLLECTION (41 CFR 60-300.44(k))**

UWM has collected and analyzed the following information from the last three AAP years:

- The number of applicants who are protected veterans
- The total number of job openings and total number of jobs filled
- The total number of applicants for all jobs
- The total number of protected veterans hired
- The total number of applicants hired

A copy of the analyses for the last two years is attached to this AAP as Exhibit 7. UWM will maintain this data for at least three (3) years.

#### **XVII. HIRING BENCHMARK FOR PROTECTED VETERANS (41 CFR 60-300.45)**

UWM has established a 5.9% hiring benchmark for protected veterans. This benchmark is not a rigid or inflexible quota which must be met. Instead, it is a target that UWM uses to measure its effectiveness in providing equal employment opportunity for protected veterans.

## **XVIII. PURCHASE ORDER, POLICIES, AND REPORTS**

### **A. Purchase Order**

UWM includes language in its purchase order making it clear that vendors and suppliers may be obligated to follow the provisions of the Act.

### **B. Medical Leave of Absence**

UWM allows leaves of absence for employees, including protected veterans, to care for medical conditions consistent with federal and state family and medical leave acts. UWM also allows employees to take leave for a "qualifying exigency" arising out of the foreign deployment of the employee's spouse, son, daughter, or parent, consistent with the federal family and medical leave act.

### **C. Military Leave of Absence**

UWM allows leaves of absence for employees who are in the Armed Forces, the National Guard, or the Reserves. The relevant policy in this regard is attached as Exhibit 8 to this AAP.

### **D. VETS Report**

UWM files the annual report required by the Veterans Employment and Training Service. A copy of the latest report is attached as Exhibit 9.

## **EXHIBITS**

1. Self-Identification Form Regarding Veteran Status for Applicants
2. Self-Identification Form Regarding Veteran Status for Employees
3. Equal Employment Opportunity Policy
4. UWM Reasonable Accommodation Policy and Procedures for Employees
5. UWM Discriminatory Conduct Policy
6. Notice to Vendors and Suppliers
7. Data Collection Analyses
8. Military Leave Policy
9. Veteran and Employment Training Service Report