



UNIVERSITY *of* NEW HAMPSHIRE
COOPERATIVE EXTENSION

Civil Rights Guide

**A Civil Rights Guide for University of New Hampshire
Cooperative Extension Employees**

Second Edition - June, 2008

Civil Rights Guide for UNH Cooperative Extension Staff

Second Edition

The UNH Cooperative Extension Intranet web site carries this complete guide at <http://extension.unh.edu>. Individuals who are blind or have low vision may request this or other materials in alternate formats (Braille, large print or audio cassettes). Please contact:

Associate Director responsible for Civil Rights (ADCR)

James Grady

Associate Director, Operations
UNH Cooperative Extension
Taylor Hall, 59 College Road
Durham, NH 03824-2621
Phone: 603-862-4969
TTY users: 1-800-735-2964
Fax: 603-862-1685
Email: jim.grady@unh.edu

The University of New Hampshire Cooperative Extension is a public institution with a long-standing commitment to equal opportunity for all. It is the policy of UNHCE to abide by all United States and New Hampshire state laws and University System of New Hampshire and University of New Hampshire policies applicable to discrimination and harassment. It does not discriminate on the basis of race, color, religion, sex, national origin, age, veteran's status, gender identity or expression, sexual orientation, marital status, or disability in admission or access to, or treatment or employment in, its programs, services, or activities.

Inquiries regarding discriminatory harassment should be directed to Donna Marie Sorrentino, Director of Affirmative Action and Equity, Room 305 Thompson Hall, 105 Main Street, Durham, NH 03824, phone (603)862-2930 (Voice/TTY), fax (603)862-2936.

8/20/08
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UNIVERSITY of NEW HAMPSHIRE COOPERATIVE EXTENSION

Dear Colleagues,

It gives me great pride to affirm my commitment to the University of New Hampshire Cooperative Extension's Civil Rights and Affirmative Action efforts. I am committed to unbiased employment practices and the delivery of educational programs that serve all people of New Hampshire, with particular efforts to include under-served and under-represented groups.



This handbook provides a practical reference so you will know your responsibilities and rights regarding civil rights. Affirmative action compliance is an element of the job for each and every UNH Cooperative Extension employee *and it is the policy of UNHCE to abide by all United States and New Hampshire state laws and University System of New Hampshire and University of New Hampshire policies applicable to discrimination and harassment. It does not discriminate on the basis of race, color, religion, sex, national origin, age, veteran's status, gender identity or expression, sexual orientation, marital status, or disability in admission or access to, or treatment or employment in, its programs, services, or activities.*

Please read this guide carefully. It will serve as a reference as you deal with the public, includes specifics related to your position with UNH Cooperative Extension, and will be of help with the implementation of the civil rights component of your job. UNH Cooperative Extension staff, the UNH Human Resources Office, and the UNH Affirmative Action and Equity Office are always available to support your efforts, answer questions and provide a helping hand.

I am fully committed to UNH Cooperative Extension continuing its strong and successful effort as a leader in civil rights in New Hampshire and appreciate your dedication to programming that meets the needs of all New Hampshire citizens.

You can be proud of the part you're playing as a representative of UNH Cooperative Extension.

Sincerely,

John Pike
Dean and Director

Civil Rights Guide for UNH Cooperative Extension Staff

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Civil Rights Guide for UNH Cooperative Extension Staff

You have Civil Rights responsibilities as part of your employment with UNH Cooperative Extension. It is a critical part of your job, no matter what position you hold in this organization.

This Civil Rights Guide is written to make your rights and responsibilities readily available to you in a practical handbook format.

It's the Law! It's Policy!

UNH Cooperative Extension employees and all people representing UNH Cooperative Extension as employees, volunteers, contractors and co-sponsors must be in compliance with state and federal laws and the University of New Hampshire Discrimination and Discriminatory Harassment Policy.

UNH Cooperative Extension is a component of the University of New Hampshire and is an employer in the state of New Hampshire. As such, we are bound by the laws and regulations of the state and the policies of the University developed in accordance with state and federal law.

The law not only says what you should be doing to protect the rights of others, it also works to protect you. You may not feel you are in a protected class. In actuality, at some time in our lives, most of us will be in a named category protected by the same laws, regulations, rules and standards you are obligated to follow.

An accident that puts a person on crutches, loss of income, aging or other circumstance may bring people who thought it was always about others under the umbrella of Civil Rights protection. It's more likely than not that your needs are included in the package of Civil Rights. You should be provided easy access to information about your rights and avenues to follow should you have a complaint or grievance, and knowledge of procedures to follow should someone disclose to you an alleged discrimination or harassment, including sexual harassment.

Civil Rights laws protect you as well as those you serve.

It's Our Spirit

At UNH Cooperative Extension, our commitment to excellence in Civil Rights, Affirmative Action, Equal Employment Opportunity and Diversity goes well beyond the letter of the law.

Cooperative Extension reaches out to all people who can use our education, information and services. We are committed to providing our educational outreach to people in need, when they need it and in a form they can use. We help them make informed decisions to improve their life.

Just being open to all people is not enough. As a public organization that serves all persons in the state, we must find ways to identify under-served people, to be inviting and to be genuinely welcoming to everyone. We need to remove real or perceived barriers and biases to potential

program participants, volunteers and those who may wish to be employed by UNH Cooperative Extension.

We must make awareness of Extension's programs widespread, into communities of people who would be missed without our targeted effort to reach them. We must make ourselves readily available so everyone feels comfortable approaching us.

As an integral part of every community in New Hampshire, UNH Cooperative Extension leads by example. Our Civil Rights standards and practices may be the rare or only opportunity for some people to have hands-on experience with a wide variety of Civil Rights issues. Extension's high standards, applied in practical ways, in a non-threatening manner and yielding observable successes has changed the culture in many settings across the state. Statewide organizations which may not have done so otherwise have adopted UNH Cooperative Extension's Civil Rights policies and practices. We are an educational organization. Demonstrating Civil Rights procedures and encouraging diversity are parts of our educational effort.

It is up to each and every one of us to ensure that we continue with the spirit and to enhance our efforts with regards to civil rights as a priority in UNH Cooperative Extension. We are committed to continuing the high standards and significant successes that UNH Cooperative Extension has demonstrated over the years. We can be proud of our record.

"Civil Rights" means more to UNH Cooperative Extension than minimal compliance with a law.

This Handbook Is for You

This guide addresses the Civil Rights responsibilities of everyone in the organization including Extension educators in the county offices, specialists, technical support staff, support staff and administrators. The guide will serve as a reference to enable you to meet and document compliance with civil rights laws, regulations, rules, policies and acceptable practices.

This handbook has references to web sites for the University of New Hampshire, UNH Cooperative Extension and United States Department of Agriculture (USDA). These sites should lead you to the information you need to carry out your responsibilities and to help you ensure that your own rights are protected.

Please know that this organization stands ready at all times to assist you in fulfilling your Civil Rights responsibilities and to better serve the diverse individuals and groups in our state.

Civil Rights Responsibilities for Extension Employees

This section of the guide provides specific responsibilities for UNH Cooperative Extension employees. Each position is listed, followed by the duties associated with that position. Included are County Offices (including County Office Administrators and County Staff), Specialists, Support Staff and Administrators.

County Office Administrator Responsibilities

Job Description Relating to Civil Rights

The County Office Administrator (COA) will maintain necessary documentation and ensure compliance with affirmative action goals, equal employment opportunity practices, civil rights, diversity initiatives, the Americans with Disabilities Act, and public notification policies. It is the responsibility of the COA to ensure that all policies, practices and actions related to civil rights occurring as a part of UNH Cooperative Extension's work in the county are documented and immediately available for review. This includes the work of all county staff, other Extension staff serving the county, volunteers and Extension Advisory Council members. The COA will be the primary contact person for this information, although reviews of civil rights compliance will directly involve all staff individually. The COA will carry the message of the need for documentation, work with staff on the needs and methods and monitor the compliance with documentation requirements.

Be prepared to present on demand **the UNH Cooperative Extension Civil Rights Plan** to the public, the Extension Advisory Council, an employee or in a USDA civil rights review. UNH Cooperative Extension will provide this on its web site.

Agenda and minutes of all staff meetings, showing that a civil rights discussion was a part of the meeting.

Agenda and minutes of all County Extension Advisory Council meetings showing that civil rights were part of the meeting. This serves as a checklist for meeting components, so civil rights is not overlooked and that the opportunity for discussion of civil rights issues is ensured. Some meetings will address civil rights issues in detail, while others will simply provide the opportunity for participants to include items.

A collection of all meeting notices from each program to show that the civil rights statement, the question about need for accommodation because of a disability, and the statement that no one will be unable to participate because of lack of financial resources and any other civil rights related information were provided on each notice.

Personnel records, especially hiring, termination, evaluation and disciplinary matters. Recruitment information, such as notices of job openings for county support staff in local newspapers.

A complete confidential file of specific incidents relating to staff, volunteers, Council members, participants and/or the public that have civil rights implications, even if fully resolved. Examples may include complaints about discrimination, harassment, sexual harassment, bullying behavior, bias or derogatory action or language, a person not being able to participate in 4-H club, or offensive language by a volunteer. Check the section on ***Office Compliance: Curtailing derogatory, bullying, bias, hateful or offensive language***. Documentation should include a description of the facts and the steps taken, normally including the Assistant Director responsible for civil rights (ADCR).

Recruitment efforts for Extension Advisory Council members, showing a commitment to diversity, including data on members' gender, ethnic background, geographic area (can include neighborhoods as well as towns), economic situation and other components of our society. No names should be disclosed.

Civil Rights/Discrimination and Discriminatory Harassment Prevention Training. Examples can include discrimination and discriminatory harassment (including sexual harassment) prevention training conducted by the UNH Affirmative Action and Equity Office. Confirmation that county support staff have viewed the civil rights training video, that the Council had a civil rights training session at one of its meetings and that all staff have been through civil rights training, such as reviewing this document together. To access the UNH Discrimination and Discriminatory Harassment Policy, go to <http://www.unh.edu/affirmativeaction/>.

Examples of exemplary work among the county staff or state staff, which has furthered the cause of civil rights. Examples may include a strong recruitment effort for boys in 4-H, targeting women in forestry programs, and the council and staff reviewing and taking action relating to county demographic information found through our web site. Examples can be helpful in calling attention to exemplary efforts in civil rights and can underscore the UNH Cooperative Extension commitment in the county to live up to the spirit as well as the letter of the law.

Any other appropriate information as it relates to civil rights. Examples include conducting trainings on the Americans with Disabilities Act, how to ensure programmatic accessibility, and, awareness training on working and interacting with persons with disabilities. The COA is not limited to the list above.

Availability of the COA Civil Rights documentation

The COA documentation shall be available at all times to the COA and to the Extension Leadership Team, including the ADCR, even when the COA is unavailable. The material will need to be accessible when the COA is on annual leave, has an unexpected absence or leaves Extension employment.

Some documentation will be kept in electronic format with multi-person access. Hard copies of some confidential material, or material kept in individual personnel files, will be handled differently, but with access unencumbered for authorized people.

Office Compliance

The COA is responsible for ensuring that the UNH Cooperative Extension county office environment is compliant with civil rights standards. This includes:

Displaying the current USDA Civil Rights poster (“ . . . and Justice for All”) in the reception area and in all conference rooms where the public or employees gather.

Ensuring that no offensive materials are visible. This may include sexually suggestive calendars, cards, cartoons, jokes or pictures. This may also include large religious displays (beyond what is reasonable for an individual’s personal use) that may be offensive or contrary to the beliefs of others who may use the facility.

Curtailling derogatory, bullying, bias, hateful or offensive language and conversations that can be heard by the public or other employees or volunteers. Examples may include swearing, regular conversations of a sexual nature or racially-charged statements.

Treating all people with courtesy and dignity who visit or call the office.

Compliance with the Americans with Disabilities Act (ADA). This area involves employment, volunteers, participants in specific programs and the public. The main emphasis is that UNH Cooperative Extension will make accommodations so all persons who wish to gain access to and participate in Extension programs, services and activities will be able to do so to the fullest extent possible. There also should be provisions for auxiliary aids to ensure effective communication for deaf persons and persons hard of hearing, including qualified interpreters, assistive listening devices, closed or open captions for video or film showings, alternate formats (Braille, large print, or audio cassettes) to individuals who are blind or have low vision. A COA can get help with this through the ADCR who can bring in other resources to assist the COA.

Principle County Contact Person for Civil Rights

The COA will serve as the principle contact for County Extension employees, volunteers and the public with regard to civil rights issues. The COA will immediately inform the ADCR about all civil rights complaints or issues brought to the COA. Nothing will preclude anyone from bringing civil rights grievances directly to the ADCR, others in Extension having civil rights responsibilities, officials at the University of New Hampshire or to the USDA Secretary of Agriculture (see USDA poster).

The Program Leaders serve as the principle contacts for campus-based specialists.

Civil rights issues will be addressed promptly. No one will be denied prompt attention to civil rights grievances. All such issues and grievances shall be documented. The COA will be the principle contact with anyone representing the U.S. Department of Agriculture, CSREES, in a county civil rights review.

Council Member Selection Process

The COA will facilitate a process with the Extension Advisory Council to recruit people from diverse geographical communities to enhance and maintain diversity among the council members in accordance with the civil rights statement we use on publications and letterheads. Geographical communities may include inner-city neighborhoods as well as rural towns. Diversity may include persons with limited financial resources as well as age, ethnic, religious, racial, ability, sexual orientation and gender diversity. The Council should be truly representative of the people of the county as much as possible. It should include some that may be new to Extension programs as well as people experienced in Extension philosophies, programs and practices. The process should be welcoming, with recruitment and invitations to under-represented sectors, not just open to all who may be familiar with Extension opportunities. Document these efforts.

Focus Groups, Surveys and Needs Assessments

As much as possible, the local community should be involved in the process of assessing needs and providing input in the program development process. Over the years, there have been several locally-based efforts to engage the people of the county in assessing needs and influencing program development. Such efforts are important and must ensure that people in under-served groups or areas are invited and encouraged to participate. Document all such efforts.

Personnel

All personnel practices and actions shall be handled in accordance with UNH Cooperative Extension policies. These policies meet and exceed USDA policies and meet or exceed county policies.

All personnel actions, such as hiring, major disciplinary actions, terminations and response to civil rights issues shall be handled in concert with the appropriate personnel office. In cases where the county government is the employer, the COA will work with the County Human Resources/Personnel office. In cases where the employer is the UNH Cooperative Extension, the Associate Director is the first contact. This may then be referred to others with personnel or civil rights responsibilities such as the UNH Offices for Human Resources and Affirmative Action and Equity. Accurate and complete personnel files must be maintained and accessible for inspection by appropriate persons. Confidentiality of sensitive personnel matters is essential, particularly in matters relating to civil rights complaints.

All employees will have a formal performance review at least annually. The COA or designee(s) will evaluate support staff. Civil rights compliance and diversity initiatives will be a part of the performance review, as it is for all other UNH Cooperative Extension employees.

Civil Rights Responsibilities Regarding County Staff

The COA will ensure that the county staff will be engaged in civil rights as a regular component of their employment with UNH Cooperative Extension. This includes:

Civil rights as an agenda item at every county staff meeting. Staff should have the opportunity to note any civil rights related matters and these should be documented in the minutes. This provides an opportunity to share positive practices, seek the collective advice of colleagues during program development, note complaints or trouble spots, or any number of civil rights related items. If no items are presented, this should be noted in the minutes.

The staff plan of work will include a civil rights component. Program Leaders may provide some standard language. There should be a component that addresses the specific needs of the county and should be developed by the county staff.

As a county staff, **use the demographic information about the county** found on the web and document its use. This can be found on the New Hampshire Office of State Planning web site: <http://www.state.nh.us/osp/sdc/sdc.html>.

The COA will assure that each county staff member is informed about his or her civil rights responsibilities in the county. This can be done at staff meetings, through training provided in-house or through the Leadership Team and/or materials provided by the Leadership Team such as videos and/or fact sheets. All staff will know that each UNH

Cooperative Extension employee has an **individual responsibility** to civil rights. **Each program person in the county will document civil rights activities, practices and actions relating to his or her program development, public notification, implementation, participants and evaluation.**

Individual County Staff Civil Rights Responsibilities

Each UNH Cooperative Extension employee has an individual responsibility to civil rights. Each staff person is expected to actively support and participate in advancing civil rights and diversity initiatives in the county and in the UNH Cooperative Extension organization. It is a part of each job description and is a part of each person's annual performance review. Civil rights compliance and diversity are priorities within UNH Cooperative Extension.

Everyone is expected to promote the spirit and letter of civil right laws as well as providing welcoming, inclusive programs and services to the people of New Hampshire. The real success of UNH Cooperative Extension depends on being available to all people in New Hampshire. While it is most important to implement proper civil rights practices, it is also important that these practices be documented. This will assure USDA and the public that UNH Cooperative Extension is open to and invites public participation from all people.

Each program person in the county will document civil rights activities, practices and actions relating to his or her program development, public notification, implementation, participants and evaluation.

Every county staff person will maintain a personal folder, in hard copy and/or in electronic form to retain individual civil rights records, available for inquiries and reviews. This file shall be made immediately available at the time of a review or as requested by the ADCR.

Documentation by Extension program staff developed and maintained individually includes:

Practices that you have implemented in accordance with civil rights policies and diversity.

Your knowledge of civil rights laws, rules, responsibilities and practices. Include documentation that you have attended UNH Cooperative Extension civil rights/discrimination and discriminatory harassment preventative training. List date, location and type of training. Examples may include discrimination and discriminatory harassment (including sexual harassment) prevention training conducted by the UNH Affirmative Action and Equity Office. This may also be at program area staff meetings, at county staff meetings, by video, at a new employee orientation, through our web site, through Extension materials or any other way. Also document other civil rights training you may have received, for example, from a professional organization. To access the UNH

Discrimination and Discriminatory Harassment Policy, go to <http://www.unh.edu/affirmativeaction/>.

A list of all events in which the staff person participated, developed or provided leadership.

All public notifications and brochures for each event, including any which relate to the program development process. These show the civil rights statement, the offer to make accommodations where necessary, and location. Be prepared to explain how the target audiences were determined if you participate in a civil rights review by USDA, if the target audiences were included in the development process and what was done to involve participant diversity. **Put notes in your Civil Rights** files during the process to ensure these efforts weren't lost from memory.

Note the accessibility for each event, or other factors about the location, to show your attention to ADA. **Note steps you took to ensure adequate general accessibility and any specific accommodations you made.** Specific cases of meeting requests is important, as we must demonstrate to USDA, and others with disabilities, that we are ready, willing and able to back up our commitment to people in need of accommodation.

Keep your time and effort reporting up-to-date (monthly). Currently, UNH Cooperative Extension is using the New England Planning and Reporting System. This contains audience participation information. In various programs, there are reports that include audience reporting that need to remain current on a monthly basis. These include the ES 237 for 4-H Youth Development and 3200-6 for Forestry and Wildlife. You may be asked to provide additional audience reporting for county level documentation of audiences, required for a USDA review.

Be familiar with the UNH Cooperative Extension web site and its civil rights components. Be prepared to demonstrate the ability to access this site and use it in your work.

Regularly share civil rights information at the county staff meeting to ensure the information is documented in the minutes.

Provide suggestions for enhancing the UNH Cooperative Extension civil rights and diversity initiatives efforts where appropriate, including county staff meetings, to the COA, to the ADCR or to others responsible for civil rights components in UNH Cooperative Extension.

If you have a complaint regarding civil rights, thoroughly document the incident or practice in the complaint, who you officially notify and when, and what the status is of the situation.

If you are presented with a civil rights-related complaint, thoroughly document the incident or practice in the complaint, who you officially notify and when, and what the status is of the situation.

Provide documentation of civil rights training, instruction, or education that you provide to volunteers, fellow employees, Extension Councils, clientele groups, individual participants, and/or the public.

Document civil rights success stories. This shows we adhere to the spirit as well as the letter of the law.

Provide input into evaluations of Extension specialists, the COA, the ADCR, your program leader and others as appropriate with regards to civil rights.

Specialist Responsibilities in Civil Rights

Program Development

The Extension Specialist should consider in program development:

The needs of targeted individuals and groups protected by federal civil rights laws and policies.

Under-served audiences, which may include inner-city neighborhoods, parents with small children where day care is limited, boys who may want to be in 4-H clubs, minorities in certain settings where minorities are not the norm, and single parent fathers.

In the program development process, include persons from targeted groups who would benefit from the program.

In your marketing program, make sure you invite and welcome participation from persons in targeted groups.

Demographic information about New Hampshire.

Accessibility to persons with disabilities.

Programs where the participant may not have the ability to pay.

Language barriers.

Other factors related to civil rights and to Extension's ability to be available to all persons in the state.

Program Implementation

Specialists need to ensure that statewide programs for which they are responsible are conducted with regard to civil rights compliance. This should be included in program plans for county staff to implement. Specialists' evaluations of county staff include a component relating to civil rights. This component should not be overlooked.

Program Evaluation

Specialists need to include in the program evaluation any pertinent civil rights component, such as the ability to include persons from targeted groups. An example would include the participation of women in forest landowner education.

Providing Information to County Staff

The practices that Extension specialists use in program development, implementation and evaluation must be communicated to county staff so they can also include it as part of their documentation. It is the responsibility of specialists to be pro-active by sending the information directly to county staff who deliver their programs. It would be good to note that the information is being sent be included in their documentation of civil rights compliance. This may be the only vehicle to ensure the good work that a specialist is doing in civil rights is captured in an audit.

Be Responsive to County Staff for Information

A county staff person may ask a specialist in advance of notification of a review for information regarding civil rights in a program or project. At the time of a civil rights review, county staff need to get quick and accurate information. It is the specialists' responsibility to respond quickly with the required information.

Keep a File

Each Extension specialist is expected to keep a file, either in hard copy or electronically, which documents civil rights-related activities. This is important for assisting county staff at the time of a review, and administration at the time of a statewide review. Past reviews have focused on the point of delivery in the counties, but that doesn't mean that a new focus on Extension programming may not bring civil rights reviews directly to specialists. Be prepared!

Support Staff Civil Rights Responsibilities

Support staff at the state and county levels are among the most important people in the UNH Cooperative Extension effort. Support staff often are the first contact person that clientele have with our organization. The way that people perceive an organization is largely influenced by their first encounter.

Support staff have the same rights and responsibilities as others in UNH Cooperative Extension. Support staff represent the University and need to comply with the rules and standards set by Civil Rights.

Support staff are protected the same as any other UNH employee. Support staff employed by county government can also expect the same protection when they are representing UNH Cooperative Extension in county offices.

Support staff are often assigned civil rights-related work, such as compiling and retaining Civil Rights documentation. Support staff may handle sensitive personnel information that must be kept confidential to protect individual rights.

Support staff are often in the center of activity by the nature of their location in offices and their working relationship with multiple staff members. This may place them in sensitive situations requiring good interpersonal skills. They also may be the first to encounter a problem with visitors.

Support staff should be in a situation where they feel confident in bringing concerns, complaints or grievances to their supervisor in a comfortable way. In the event that going to a supervisor is uncomfortable, other paths are available. Support staff should be familiar with the resources in this handbook and on the UNH Cooperative Extension web site relating to their rights. Other helpful UNH offices: Affirmative Action and Equity <http://www.unh.edu/affirmativeaction/>; Human Resources <http://www.unh.edu/hr/>.

It is important that supervisors make this handbook available to support staff, in hard copy, on the web or in an alternate format (Braille, large print or audio tape) they can readily access.

Responsibility of Extension Administration and Support Units in Civil Rights Compliance

Senior administration in Cooperative Extension bears the ultimate responsibility to the federal government for compliance with civil rights laws, rules, regulations and policies. Administration has a responsibility to the people of New Hampshire Extension is committed to serve. This includes all people regardless of their race, gender, ethnic background, religion, ability to pay or other circumstances. The administration also has a responsibility to guide and assist its employees in the effort to comply with the letter of the law and promote the spirit of the law internally and to others.

Each year during January, Civil Rights month, the **Dean and Director** will continue to emphasize the commitment of UNH Cooperative Extension to civil rights. UNH Cooperative Extension will have civil rights in its plan of work, job descriptions and performance evaluations. Personnel actions, including recruitment, hiring, advancements, disciplinary actions, and terminations will be handled with strict adherence to Affirmative Action goals, Equal Employment Opportunity practices and diversity initiatives and Civil Rights policies of the University of New Hampshire and USDA. Every new employee will receive civil rights training and other related training will be incorporated into in-service offerings. Materials and information will be accessible to and readily available to all employees, including on our web site. Avenues for complaints and grievances will be available to all employees.

The **Assistant Director, Finance and Human Resources** is the in-house authority on policies, laws, regulations, rules and practices relating to civil rights. This person must be informed immediately about all civil rights issues, complaints and grievances, whether they originate with staff, volunteers or the public. This person will serve as a resource for the ADCR, who will serve as the initial and principle contact person. The Assistant Director for Finance and Human Resources may become directly involved in issues at his/her discretion to protect the interests of an employee, volunteer, the public and/or UNH Cooperative Extension. The Assistant Director may work with UNH Human Resources, UNH Affirmative Action and Equity Office, U.S. Department of Agriculture, county governments or others to determine the appropriate course of action.

Assistant Director will assist and support COAs in fulfilling the duties outlined in the COA job description. This person will ensure effective county team relationships and full compliance with Affirmative Action, Equal Employment Opportunity and Americans with Disabilities laws and policies. This person will be the COA's initial contact for civil rights issues. The Assistant Director will ensure that civil rights documentation as well as compliance, is firmly in place in each county office.

Program Leaders ensure that civil rights compliance is a part of plans of work and performance reviews and that those programs under their supervision are in compliance with the civil rights laws and promote the spirit of the laws.

The **Extension Specialist, Program Development and Evaluation**, has the responsibility to ensure that UNH Cooperative Extension has in-service offerings each year that will enhance the organization's ability to meet its Civil Rights responsibilities. While this specialist is not expected to present all programs, he/she is charged with monitoring the in-service offerings, seeking Civil Rights educational opportunities for Extension staff, marketing Civil Rights training and other related training for incorporation into in-service offerings to staff, and evaluating the programs offered. This specialist provides assistance to staff as they incorporate Civil Rights into their individual plans of work and will assist the ADCR in incorporating Civil Rights into the statewide plan of work. This specialist will also provide assistance in any required Civil Rights reporting to USDA. USDA CSREES requirements changes over time. This individual is the resource person for evaluations relating to Civil Rights programs in UNH Cooperative Extension.

The **Information Technology and Distance Learning (ITDE)** unit of UNH Cooperative Extension has responsibility to serve staff in need of technical assistance in making programs accessible to those who are limited because of disability, location, financial situation, age or other limitations. As technology changes, the ITDE unit will ensure that new equipment, systems and methods take into account accommodating people with limitations.

The **Educational Marketing and Information Coordinator** will provide every UNH Cooperative Extension employee with the current *Affirmative Action Statement* (long and short versions) and with appropriate wording for notices about accommodations for persons with disabilities or limited resources. This person ensures that these statements are appropriately included in publications and notices. This person will consider Civil Rights goals when marketing UNH Cooperative Extension and when providing information and educational materials to the public. This person will serve as a resource for county staff and others in meeting communication needs to better serve people from targeted groups.

All administrators noted above will provide county staff and others, as necessary, with information for county documentation of civil rights activities. In most cases, this will be directed to the County Office Administrator (COA). These administrators will be responsible for promptly providing assistance as needed and quick, accurate information if called upon during a civil rights audit or review.

Civil Rights for Volunteers and Others Representing UNH Cooperative Extension

Volunteers

Extension Educators working with volunteers are responsible for ensuring these volunteers adhere to the University's discrimination and discriminatory harassment policy and state and federal Civil Rights, Affirmative Action goals and diversity initiatives to the full extent of the law and with the spirit of inclusiveness UNH Cooperative Extension expects of its employees.

There are two fundamental kinds of volunteer efforts UNH Cooperative Extension undertakes. One is to train people as volunteers in their communities or in other places in society, such as lake monitors or conservation commission members.

The second kind of volunteer specifically represents UNH Cooperative Extension, such as 4-H leaders, Extension Advisory Council members and people who wear UNH Cooperative Extension name tags at Extension booths, programs, fairs and other events. These people who actually represent UNH Cooperative Extension are the focus of the discussion about volunteer management in this handbook.

There are some "grey areas." An example is a Community Tree Steward who works in her community fighting for a local cause. The principle is clear. If volunteers purport themselves to be a part of a UNH Cooperative Extension program, they must stay within the Civil Rights standard for this organization. This includes their verbal and written statements accompanying their presentations, wearing Extension name badges or otherwise associating themselves with our programs. Volunteers must know this upfront as a part of their volunteer commitment. If a person trained in one of our programs is active in public, but presenting no overt or implied association with UNH Cooperative Extension, they are the same as any other citizen, free to express themselves.

You may face a problem when an outspoken activist acts on one's own one day and serves as a volunteer the next. Perceptions of others may be a problem. You may need to explore the perceptions with the individual. This may be a case where help from Affirmative Action staff in Extension or the UNH Affirmative Action and Equity Office may be helpful. UNH Cooperative Extension is committed to providing you help when you encounter sensitive situations.

Volunteer management is a big undertaking. Components of a volunteer management program necessary for an effective Civil Rights effort include:

- A sound recruitment process, inclusive in marketing and selection,
- Upfront communications including Extension's Civil Rights policies before a volunteer signs on,
- An orientation process for new volunteers,
- On-going training of volunteers,

- Monitoring of volunteers with respect to their adherence to Affirmative Action standards, and
- Evaluation and corrective actions.

Background checks may occur with programs that work with youth. This provides a filter to help reduce the possibilities of improper behavior. In most cases, it is your volunteer management that provides safeguards for your clientele and Extension colleagues.

Training for all Extension Advisory Council members is required, as they are involved in personnel management and hiring processes. The Assistant Director works with COAs and council chairs to implement this requirement.

Others Representing UNH Cooperative Extension

Part time and/or temporary non-benefits employees, contractors and co-sponsors may be viewed as representing UNH Cooperation Extension.

If you hire or supervise people in any employment status, you are obligated to follow Affirmative Action standards with regard to these employees. Some of these individuals may not have entered UNH Cooperative Extension through the formal UNH Human Resources process. Nonetheless, these employees must be aware of their Civil Rights responsibilities and rights as any other employee. They must be held to the same standards. They need appropriate training, materials and access to Civil Rights information.

Contractors may be placed in a position where they appear to represent UNH Cooperative Extension. In doing so, they must adhere to the policy of UNH to uphold the constitutional rights of all members of the University community and abide by all U.S. and New Hampshire laws and USNH policies applicable to discrimination and harassment.

When another group co-sponsors a program or event with UNH Cooperative Extension, the co-sponsors must adhere to UNH Civil Rights standards. The program or event must be open to everyone without discrimination. Accessibility rules apply. The UNH Cooperative Extension Affirmative Action statement must be included in notices. It is critical that the co-sponsors know their obligations when they have a joint program with UNH Cooperative Extension.

When possible, UNH Cooperative Extension should obtain and retain in its Civil Rights repository the Affirmative Action statements of regular public and private sector partners.

While we may engage others to do Extension work and follow our Civil Rights rules, UNH Cooperative Extension can never outsource its Civil Rights responsibilities. The accountability to UNH, USDA and the public always remains with you and your colleagues.

Hiring

All hiring of benefits-eligible employees is done in conjunction with the UNH Human Resources Office, without exception. The search committee chair for positions at a grade of 25 or above must also contact the UNH Chief Diversity Officer, and Director of Affirmative Action and Equity.

University policies are well-defined. They include the Affirmative Action process that will ensure UNH Cooperative Extension is compliant with state and federal standards.

The UNH Human Resources Office provides close monitoring, direction and help in hiring.

Administrators, such as Program Leaders, will be fully aware of UNH hiring policies for benefits-eligible positions because of the system currently in place. Areas for which additional attention to Civil Rights compliance are required include:

- **Whenever we involve other staff, lay people such as partners, or volunteers, in the hiring process:** These people are responsible for following the UNH and federal standards to the same extent applicable to UNH Cooperative Extension employees. This means training for search committee members, Extension Advisory Council members and anyone else brought into the process. The hiring supervisor and the ADCR must ensure all are compliant with the law.
- **Whenever we hire support staff employed by a county:** We must follow the County Human Resources Department or County Personnel Department policies and rules. We must continue to stay within the UNH standards at the time of hiring and when they are on the job. Caution is warranted when we do not have the University Human Resources Office closely involved. The oversight function that UNH Human Resources provides is excellent. Without it, we must exercise caution and good judgment to keep within standards.
- **Whenever we hire people for a non-benefits position:** UNH Cooperative Extension sometimes hires employees on a temporary basis to do short term work. Again, we may not always have the benefit of the rigorous scrutiny of the UNH Human Resources Office. We must comply with state, University and federal rules.

For times when you are without the Human Resources Office direct involvement, you are not alone. ADCR or someone else from Extension's Leadership Team will be available to ensure you are within acceptable Affirmative Action standards as you tackle a hiring situation.

Welcoming New Employees

New employees arriving on their first day of work will be greeted with a package welcoming them to UNH Cooperative Extension. They will find a portfolio containing their business card, a name badge, keys, a listing of their contact information, a mailing slip, this Civil Rights Guide and a welcoming letter from the Dean and Director of UNH Cooperative Extension. Fellow employees are an important part of the welcoming process. (All staff appointments get an orientation packet with the Civil Rights Guide.)

Each new employee is assigned a mentor, who helps welcome him/her, usually starting before they arrive on the job and for at least a year after. The person will have a non-supervising person to whom they can ask any kind of question. Civil Rights will of course be part of the mentoring topics.

The employee's supervisor is key to welcoming the new employee as well as ensuring he/she is fully apprised of Civil Rights awareness and direction from the start.

The first day on the job is a memorable one. Please consider it a part of your job to be a positive influence for new workers.

Civil Rights Employee Complaints and Grievances

FAIR- a process for UNH employees

Among the links on the UNH Cooperative web site, an employee can readily learn about the *Fast and Impartial Resolution (FAIR) Complaint and Grievance Process*.

The University offers a Complaint and Grievance Policy and a process for pursuing either or both via the FAIR process. FAIR provides a method for the fair and equitable resolution of complaints, misunderstandings, and grievances for University employees.

Employees may have concerns about work situations they consider unfair, or they may feel University policies and procedures are being inequitably applied to them. Ideally, employees are able to discuss and resolve these concerns with their supervisors. However, if concerns remain unresolved, employees are encouraged to use FAIR as a formal approach to problem resolution. By working cooperatively to resolve issues as they arise, employees and other involved parties can improve and enhance the work environment within the University community.

There are two components to FAIR:

1. The COMPLAINT Process provides the opportunity for employees to have work-related problems heard and considered in a non-adversarial manner; and
2. The GRIEVANCE PROCESS provides the opportunity for employees to resolve alleged

violations of University, University System, and/or Board of Trustees policies.

These are two distinct but related processes established for resolving work-related problems and/or misunderstandings. Eligible faculty and staff may use either procedure solely and separately, or may use the complaint procedure as the first step of the grievance procedure. FAIR is designed to assist faculty and staff in resolving problems to the mutual satisfaction of all involved in a neutral environment.

UNH Discrimination and Discriminatory Harassment Policy

In addition to the FAIR process, UNH's Discrimination and Discriminatory Harassment Policy demonstrates our commitment to equal employment and educational opportunity for all qualified persons. As a public institution we preserve a deep concern for the dignity and civil rights of all members of the community while sustaining a teaching, learning, and working community that fosters critical thought and debate. We acknowledge the right of individuals to hold strong beliefs and opinions while expecting all individuals are treated with respect.

The policy is intended to provide information on three important components of the University's position with regard to discrimination and discriminatory harassment: (1) a concise statement of policy, (2) assistance in interpreting that policy, and (3) procedures for implementing the policy.

The document describes UNH's process for prompt, fair, and impartial consideration of all complaints of discrimination or discriminatory harassment on the basis of race, color, religion, sex, age, national origin, sexual orientation, gender identity or expression, disability, veteran status, or marital status. You can access the policy by going to the Affirmative Action and Equity Office web site, <http://www.unh.edu/affirmativeaction/index.html>.

Taking the Mystery Out of Civil Rights Reviews

What Is a Civil Rights Review?

The U. S. Department of Agriculture (USDA) is very serious that its units around the country are in compliance with the nation's civil rights laws and its department's rules, regulations and policies. To ensure that USDA programs are in compliance, on-site audits called "reviews" are conducted. The Cooperative State Research, Education, and Extension Service (CSREES) employs people to travel to Extension units in the states to conduct audits or reviews. While USDA refers to these as reviews, we often use "audit" and "review" interchangeably. We have had USDA CSREES reviews in New Hampshire and fully expect more in the future.

- Sometimes a review is conducted at the state level to assess compliance with specifics such as employment.

- Reviews are conducted on-site in county offices, with some interaction with statewide

administrators.

- The following is a sampling of what a review may include:
 1. Who participates in Extension programs in the county? Gender, minorities and other factors are considered.
 2. How are people in targeted categories included in program development and implementation?
 3. Is there an imbalance in the diversity of participants in Extension programs, such as a lack of boys in 4-H activities?
 4. Is the workplace accessible to persons with disabilities and what accommodations are in place to serve these people appropriately?
 5. Do our program announcements, letterheads and publications include the correct civil rights statement?
 6. Do the reception area and other areas where the public meets in the county office have the USDA “. . . and Justice for All” poster displayed?
 7. Does the workplace have anything that may be offensive or inappropriate with regard to civil rights, such as materials actively promoting one religion?
- Consequences of an audit or review: A state Extension unit not in compliance with civil rights policies may have its federal funding at risk.
- A review in a county will generally include a one-to-one confidential interview with each and every employee in the county office. This will include support and program staff.
- Employees of the county office are expected as a part of their employment to be available and to be cooperative with the CSREES auditors.
- A review of a county Extension office may take between a week and two weeks, depending on the size of the staff and demographics of the county.
- It is important to be prepared in advance. Each county employee will have a civil rights file in which documentation of civil rights activities are kept readily available and up-to-date.

Internal Civil Rights Reviews

An internal review is one conducted in-house by UNH Cooperative Extension. Internal reviews provide a non-threatening way for staff and administrators to ensure that the organization is fully compliant. The internal reviews will identify areas that need improvement, as well as acknowledging the good work of Extension staff in the area of Civil Rights.

Each year, beginning in calendar year 2009, UNH Cooperative Extension will conduct an internal audit for two counties. A Civil Rights internal audit covering statewide Extension operations will be conducted once every six years. Over a six-year period, every county and the state administrative office will have experienced an internal audit. A Civil Rights Review performed by USDA will serve as the internal audit for scheduling purposes.

The internal audits will be conducted under the direction of the ADCR.

The internal audits will replicate the USDA reviews. Standards to be met include:

1. USDA Affirmative Action statement in place at the time of the audit.
2. UNH Cooperative Extension's Affirmative Action statement, which includes standards set by UNH and New Hampshire, at the time of the audit.
3. The process described in the USDA *Civil Rights Compliance Review Guide*.
4. The current UNH Cooperative Extension Plan.

Purposes for the internal reviews are:

- To ensure UNH Cooperative Extension is living up to its Civil Rights commitments at the federal and local level,
- To provide an Affirmative Action learning tool for all staff,
- To ensure all UNH Cooperative Extension employees have hands-on experience assessing their level of compliance with Civil Rights standards, and
- To become well prepared for a USDA review of UNH Cooperative Extension.

Participants in the audit will include:

- All county staff being audited
- Specialists
- Leadership Team
- Other individuals the ADCR may consider relevant. Such individuals may include volunteers, Advisory Council members, contractors or partners.

Anticipated time commitment for county staff:

- Preparation time for most components should largely be incorporated in the compilation of notes and materials as programs are developed, implemented and evaluated.

- One half-day for each county staff person to compile information asked for in the internal review. Some programs will require more preparation time than others, such as 4-H data.
- County Office Administrator meeting with the ADCR, one-half day.
- Individual county staff, one to two hours each.
- Collective county staff meeting with the ADCR, one half-day.

Scheduling

The ADCR will inform the counties slated for an internal audit between three to six months in advance. This advance notice will help people assemble information prior to the scheduled meetings. This should shorten the actual time commitment for county staff for the review.

The ADCR will provide the county staff, through the County Office Administrator, an agenda and times for each component of the internal review, along with information and materials required.

Evaluation and follow through

The ADCR will compile a report to the county staff and to the Leadership Team outlining the results of the internal review. The status of compliance and exemplary civil rights activities and accomplishments will be recognized. Deficiencies will be noted with an action plan for correction. This plan will specify the responsible personnel and the time frame for corrections.

Recordkeeping

The internal review will be documented, including the dates, participants, process, and findings, and actions taken will be kept in the UNH Cooperative Extension administrative office Civil Rights file for reference for the next USDA review or other civil rights related needs.

A Practical Guide to A Civil Rights Review or Audit

The following are tips to help you through a Civil Rights review. You shouldn't have a problem if you have been following and meeting the responsibilities found in this handbook.

Don't be funny. USDA people take their responsibility seriously and expect you to do the same. Avoid the jokes. It is almost a sure thing you will be in a protected category someday. You will want others to treat your situation with the same seriousness.

Be attentive and show a real desire to be helpful. Remember, civil rights are mostly about attitude. Don't blow it off because they have come into your life at an inconvenient time.

Be confident in what we are doing in UNH Cooperative Extension. We have good people who really care about others. We are committed to doing the right thing with regards to tolerance

and inclusion. Extension understands and supports diversity. We are not perfect and the reviewer will find things that we can do better. Accept it and address it as appropriate in your practices.

Have your information ready. What information? The things you dropped into a folder or saved on your computer showing what you have done in civil rights. (See the checklist in this guide.) If you don't have a folder started, take an hour and write down things that happened in the past couple of years you want to share with an auditor. Include your meeting notices, examples of how you reached under-served audiences, examples of how you review locations that meet ADA needs and any other things you can share to show that you are aware, have a good attitude towards civil rights and incorporate civil rights into your practices.

Ask colleagues who have been through an audit, especially those in your program area. You can pick up on the kind of information the reviewer is seeking. You will likely feel more comfortable once you know what is going on and you will be better prepared.

Specialists and your Program Leader can help you with information about how needs assessments were used for statewide program development. Ask them in advance of your interview.

Understand the reviewer will interview every person. Don't take the questions personally. Allow adequate time to meet with the interviewer and keep all appointments. This is as important as any other kind of audit.

The civil rights review will come at your busy time and will mess up your time schedule. This is a sure thing, as everyone in Extension is busy and booked far in advance. As a consequence, it's a good bet it will happen at an inconvenient time. The good news is that, except for the COA, it will take a short time and the window in which the inconvenience will occur will be about a week.

Ask the ADCR for assistance and guidance as needed. Remember, the key is the information you have documented in your own files. People in administration can help guide you, but it's your information that will make or break your ability to respond well in an audit.

Make notes to help your friends in the next county who will go through this process.

The bottom line is to display a good attitude and document, document, document civil rights actions in advance of a review.

For County Office Administrators and county programming staff, consider using the **Civil Rights Quick Checklists** that follows.

COA Civil Rights Quick Checklist – Review Monthly

- My civil rights files are in order (up-to-date, readily accessible, confidential material in a safe location, tabbed for quick location of agendas, minutes, personnel issues, training, etc.)**
- Each staff meeting has a civil rights component (good chance to ask about staff's files being in order and ask for success stories).**
- Each council meeting has a civil rights component and is included in the minutes.**
- Civil Rights posters are in place in reception area and conference rooms.**
- Complete an informal office walk through looking for civil rights issues (offensive materials, such as cartoons, jokes, pictures, walkways blocked by snow or boxes, etc.)**
- Review public notices coming from or through the county office for the UNH Cooperative Extension civil rights statement, offering of accommodation for disability or lack of ability to pay.**
- Review the civil rights section of the UNH Cooperative Extension web site.**
- In the last year, have county staff used the demographics component of the NH Office of State Planning web site and other sites linked from the UNH Cooperative web site for targeting under-served audiences?**
- Follow through on civil rights issues or complaints brought by staff, volunteers or the public. Contact the ADCR about issues.**
- Remind staff about preparing for a civil rights audit by keeping an individual civil rights file. Verify that they are prepared.**

Individual County Program Staff Civil Rights Checklist – Review Monthly

- My individual civil rights files are in order, up-to-date, readily accessible. Enter notes regarding programs and civil rights activities during the last months. I'm confident I am prepared for an audit.**
- Ask specialists and/or my Program Leader for information regarding their use of civil rights related components in development of statewide programs. Enter into my personal file.**
- Provide input at the staff meeting regarding my civil rights activities.**
- Review my public notices for the UNH Cooperative Extension civil rights statement, offering of accommodation for disability or lack of ability to pay.**
- Place copies of fliers, notices and agendas in my civil rights files.**
- Document participants in each of my programs.**
- Obtain and place in my civil rights file compliance statements from any organization(s) co-sponsoring or using programs.**
- Use the demographics component of the NH Office of State Planning web site and with other sites linked from the UNH Cooperative web site for targeting under-served audiences.**
- Check out the civil rights section of the UNH Cooperative Extension web site.**

Appendix

General Legal Considerations for Employment A Partial List

Equal Employment Opportunity Commission (EEOC) 1978

Developed a set of guidelines for employers using pre-employment testing or other selection procedures as a basis for decision-making. May not use a selection criterion that has a disparate impact on applicants in a protected class unless criteria are validated.

Title VII of Civil Rights Act of 1964

Prohibits employment discrimination based on race, color, religion, sex or national origin.

Civil Rights Act 1991

Provides protection in addition to Title VII to applicants, employees and former employees who contend they are victims of discrimination.

Equal Pay Act 1963

Bars wage differentials based on sex.

Age Discrimination in Employment Act 1967

Bars age-based employment practices that discriminate against people 40 or older.

Vocational Rehabilitation Act of 1973

Bars discrimination against handicapped individuals.

Americans with Disabilities Act of 1990

Prohibits discrimination against qualified individuals with disabilities (including participants of public programs, services and activities) and requires reasonable accommodation for them and applicants and employees with disabilities who are capable of performing the essential functions of a position.

Pregnancy Discrimination Act

Bars discrimination against pregnant applicants and employees.

Immigration Reform and Control Act

Unlawful for employers to knowingly hire illegal aliens and mandates detailed record keeping procedures.

Civil Rights Statement

UNH Cooperative Extension maintains its commitment to providing a fair and safe workplace for all employees and to conducting programs that are open to all people of New Hampshire. All UNH Cooperative Extension materials must include affirmative action statements.

Full Version

Use the full version on newsletters, curriculums and other large projects:

The University of New Hampshire Cooperative Extension is a public institution with a long-standing commitment to equal opportunity for all. It is the policy of UNHCE to abide by all United States and New Hampshire state laws and University System of New Hampshire and University of New Hampshire policies applicable to discrimination and harassment. It does not discriminate on the basis of race, color, religion, sex, national origin, age, veteran's status, gender identity or expression, sexual orientation, marital status, or disability in admission or access to, or treatment or employment in, its programs, services, or activities.

(Inquiries regarding discriminatory harassment should be directed to Donna Marie Sorrentino, Director of Affirmative Action and Equity, Room 305 Thompson Hall, 105 Main Street, Durham, NH 03824, phone (603)862-2930 (Voice/TTY), fax (603)862-2936.)

Short Version

Use the shorter version on letterhead, brochures, videos and fact sheets:

The University of New Hampshire Cooperative Extension is an equal opportunity educator and employer. University of New Hampshire, U.S. Department of Agriculture and N.H. counties cooperating.

Forestry and Wildlife program publications must include reference to the NH Division of Forests and Lands, as per the Memorandum of Understanding with DRED, along with NH Fish and Game and US Fish and Wildlife Service.

Civil Rights Wording for Meeting Notices

Accessibility at Meetings:

It is the responsibility of the coordinator of a public event, workshop or field day to ensure that a reasonable effort has been made to secure a location which is physically accessible. Whenever possible, a site that accommodates wheelchair accessibility should be considered. In creating publicity for an event, certain statements regarding accommodations should be made. The ADA places the responsibility on the disabled person to notify UNH Cooperative Extension that special accommodations are needed. A sentence which could be used in any publicity is:

“For persons with disabilities requiring special accommodations, please contact (name of person) at (phone number, or address) within (x number of hours or days) so proper consideration may be given to the request.”

Cost Recovery/Disclaimer Statements

The statement to be used for programs where a fee is charged reads:

“A fee is charged for this Extension program to cover costs. A limited number of scholarships are available to individuals unable to pay. No person shall be denied access to the information provided through this program because of inability to pay.”

The statement for use when discussing a product reads:

“The information given herein is supplied with the understanding that no discrimination is intended, nor endorsement by UNH Cooperative Extension is implied.”

An alternative statement which may be used:

“UNH Cooperative Extension and its employees assume no liability for the effectiveness or results of any product. No endorsement of products is made or implied. When using any product, check the product label, which is the final word with respect to the use of a product, or check with the manufacturer or supplier for updated information.”

Civil Rights Resources

UNH Cooperative Extension, Extension, UNH, USDA

UNH Personnel Policies

Quick access to components of the University of New Hampshire personnel policies relating to civil rights is available on the web.

Affirmative Action: Harassment and Sexual Harassment Policy, Interpretation Guidelines, and Implementation Procedures <http://www.unh.edu/affirmativeaction>

Employee Relations: Fast and Impartial Resolution (FAIR) Complaint and Grievance Process <http://usnh.unh.edu/OLPM/UNH/V.Pers/D.htm#1>

Employment Policies <http://usnh.unh.edu/OLPM/BOT/V.Pers/C.htm>

Recruitment and selection for hiring <http://usnh.unh.edu/OLPM/USY/V.Pers/C.3.htm>

USDA Civil Rights Office (how to file a complaint):
http://www.ascr.usda.gov/complaint_filing_program.html

Contact People

A member of the UNH Cooperative Extension county staff with a complaint may first work with the County Office Administrator. If the issue involves the COA and/or a county employee feels uncomfortable taking an issue to the COA, the next in line to contact is the ADCR. If that presents problems, the next contact person in line for UNH Cooperative Extension civil rights issues is the Assistant Director for Finances and Human Resources.

Nothing shall preclude an employee from contacting UNH Affirmative Action & Equity Office, UNH Human Resources or the U.S. Department of Agriculture directly.

Associate Director, Operations

James Grady

UNH Cooperative Extension
Taylor Hall, 59 College Rd.
Durham, NH 03824-2621
Email: jim.grady@unh.edu
Phone: 603-862-4969
Fax: 603-862-1685

Director of Affirmative Action and Equity

Donna Marie Sorrentino

University of New Hampshire
305 Thompson Hall
105 Main St.
Durham, NH 03824
Email: dms@unh.edu
Phone: 603-862-2930 (Voice/TTY)
Fax: 603-862-2936

Assistant Vice President, Human Resources

Sharon Demers

University of New Hampshire
2 Leavitt Lane
Durham, NH 03824
Email: sharon.demers@unh.edu
Phone: 603-862-0511

U.S. Department of Agriculture

Office of Civil Rights:

Phone: 202-720-8070
Fax: 202-720-6954
(202)720-5964 (V/TTY)

Mailing Address:

Equal Opportunity Staff
CSREES, USDA
1400 Independence Ave., SW., Stop 2296
Washington, DC 20250-2296