

**ADA
&
POSITION
DESCRIPTION
TRAINING MANUAL**

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I. PURPOSE

The purpose of this manual is to help managers write position descriptions that are compliant with the Americans with Disabilities Act (ADA). When the ADA was passed, the role of the position description became even more important. A well written position description that is ADA compliant can be useful in posting positions, job interviews, performance evaluations and returning employees with or without restrictions from leaves. A brief overview of the Americans with Disabilities Act has been included as well as helpful tools to assist managers in writing position descriptions.

II. AMERICANS WITH DISABILITIES ACT (ADA)

Title I of the Americans with Disabilities Act of 1990 prohibits private employers, state and local governments, employment agencies and labor unions from discriminating against qualified individuals with disabilities in job application procedures, hiring, firing, advancement, compensation, job training, and other terms, conditions, and privileges of employment. The ADA covers employers with 15 or more employees, including state and local governments. It also applies to employment agencies and to labor organizations. The ADA's nondiscrimination standards also apply to federal sector employees under section 501 of the Rehabilitation Act, as amended, and its implementing rules.

An individual with a disability is a person who:

- Has a physical or mental impairment that substantially limits one or more major life activities **OR**
- Has a record of such an impairment **OR**
- Is regarded as having impairment.

A qualified employee or applicant with a disability is an individual who, with or without reasonable accommodation, can perform the essential functions of the position in question.

Reasonable accommodation may include, but is not limited to:

- Making existing facilities used by employees readily accessible to and usable by persons with disabilities.
- Position restructuring, modifying work schedules, reassignment to a vacant position.
- Acquiring or modifying equipment or devices, adjusting or modifying examinations, training materials, or policies, and providing qualified readers or interpreters.

III. ADA AMENDMENTS ACT OF 2008

On January 1, 2009 the ADA Amendments Act of 2008 took effect. The Act is intended to expand the definition of disability under the Americans with Disabilities Act.

What Does this Mean for Employers?

It means that many employees who were not disabled under the ADA may now be disabled and eligible for an accommodation.

A. Changes: Major Life Activities

1. Expanded Definition of “Major Life Activities.”

Previously, major life activities were limited to activities of central importance to daily life, including seeing, caring for oneself, hearing, eating, sleeping, breathing and working. Major life activities now specifically include such things as:

- a. Standing
 - b. Lifting
 - c. Bending
 - d. Reading
 - e. Concentrating
 - f. Performing manual tasks
 - g. Thinking
 - h. Learning
 - i. Communicating
2. The Act also defines “major life activities” to include the operation of major bodily functions.
- a. Immune system
 - b. Normal cell growth
 - c. Digestive, bowel & bladder functions
 - d. Neurological and brain functions

- e. Respiratory, circulatory and endocrine systems
- f. Reproduction

B. Changes: Mitigating Measures

An individual may now be disabled even if the effects of the individual's impairment are corrected by mitigating measures.

1. Employers must disregard mitigating measures.
 - a. The analysis of whether impairment substantially limits a major life activity is to be made without regard to mitigating measures.
2. Examples of mitigating measures:
 - a. Medication
 - b. Prosthetics
 - c. Hearing aids
 - d. Medical equipment
 - e. Learned behavioral or adaptive neurological modifications
 - f. Assistive technology or accommodations.
3. What to watch for: An individual will be considered disabled if the individual is substantially limited in a major life activity in his un-medicated state even though the limitations may be corrected by medication. This change is intended to reach diabetics and others who can control or correct their impairments with medication.

IV. JOB DESCRIPTION vs. POSITION DESCRIPTION

JOB DESCRIPTION

A job description is a summary of the general characteristic duties in a job family, i.e., program coordinator or laborer. It is a statement of the general duties, responsibilities, and qualifications within the scope of the job classification. The majority of job descriptions at the University of Cincinnati are created and maintained by Compensation.

POSITION DESCRIPTION

A position description is a detailed overview of specific duties involving the essential functions of the position, responsibilities, and qualifications that are needed for a particular position. At the University of Cincinnati a position description is created and maintained within the department managing the position, as approved by Compensation.

V. ESSENTIAL FUNCTION

Essential functions are by definition, those duties and responsibilities that the individual can perform, with or without reasonable accommodation. These duties must be related to the position and consistent with business necessity.

A function is “essential” when:

Performance of the function is the reason that the position exists.

It is important to determine these functions or requirements of the position prior to posting the position and before a claim is made.

A function may be “essential” when”

- The number of employees available to perform the function is limited.
- The function requires specialized skills.
- The function occupies a large percentage of time.
- Failure to perform the function may have serious consequences.

Questions to ask or consider:

- Would this position be fundamentally different if this function or position requirement was altered? If yes, then this function or position requirement is likely to be essential.
- Is this a highly specialized function or position requirement? If yes, then this function or position requirement is likely to be essential.
- What would be the consequences if this function or position requirement was not performed?
- Is there a current incumbent in this position who performs this function or meets the position requirements? If yes, then this function or position requirement is likely to be essential. If no, unless this is a new position, then this function or position requirement is not likely to be essential.

- Did past incumbent(s) of this position perform this function? If yes, then this function or position requirement is likely to be essential. If no, unless this is a new position, then this function or position requirement is not likely to be essential.
- Are the essential functions of this job linked to a specific location? If yes, then this function or position requirement is likely to be essential. If no, unless this is a new position, then this function or position requirement is not likely to be essential.

**ESSENTIAL FUNCTION
ANAYLSIS
TOOL**

VI. ESSENTIAL FUNCTION ANALYSIS TOOL

IMPORTANT: Please complete the following items based on an evaluation of the position.

Note: In terms of an 8 hour workday, “occasionally” equals 1% to 33%, “frequently” equals 34% to 66%, and “continuously” equals 67% to 100%. However, some duties are performed monthly or annually and are essential functions. **Check the appropriate box for each of the following items which most accurately describe the extent of the specific activity performed by this employee.**

PHYSICAL REQUIREMENTS - Must be related to the position and consistent with business necessity.

PHYSICAL EFFORT	Occasionally	Frequently	Continuously
1. Sitting			
2. Standing			
3. Walking			
4. Bending Over			
5. Crawling			
6. Climbing			
7. Reaching Overhead			
8. Crouching			
9. Kneeling			
10. Balancing			
11. Pushing or pulling			
12. Talking			
13. Repetitive use of hands/arms			
14. Repetitive use of legs			
15. Grasping			
16. Lifting			
10lbs or less			
11 to 25 lbs			
26 to 50 lbs.			
51 to 75 lbs			
76 to 100 lbs			
Over 100lbs			
17. Carrying			
10lbs or less			
11 to 25 lbs			
26 to 60 lbs			
51 to 75 lbs			
76 to 100lbs			
Over 100lbs			
18. Eye/hand coordination			
19. Fine Manipulation			

MENTAL REQUIREMENT - Must be related to the position and consistent with business necessity

MENTAL EFFORT	Occasionally	Frequently	Continuously
1. Thinking analytically			
2. Communication			
Using effective verbal communication			
Using effective written communication			
3. Handling stress & emotions			
4. Concentrating on tasks			
5. Remembering names			
6. Remember details			
7. Making decisions			
8. Adjusting to changes			
9. Examining/observing details			
10. Discriminating colors			

PERFORMANCE REQUIREMENTS - Must be related to the position and consistent with business necessity

PERFORMANCE	Occasionally	Frequently	Continuously
1. Attendance			
On Call			
Irregular Hours (Evenings, Weekends)			
Maintaining Work Schedules			
2. Attending work related meetings			
3. Directing others			
4. Handling Confidential Information			
5. Keyboarding/Typing			
6. Maintain stamina during workday			
7. Meeting deadlines			
8. Operates equipment			
9. Staying organized			
10. Using math/calculations			

Is there any other information which would be helpful in understanding the physical, mental and performance requirements of the position?

HEALTH & SAFETY (INDUSTRIAL/ENVIRONMENTAL)

*What health and safety standards are required of an incumbent in this position category? Must be related to the position and consistent with business necessity.

ENVIRONMENTAL FACTORS	Occasionally	Frequently	Continuously
1. Inside			
Hot/Heat			
Cold			
2. Outside			
Hot Temperature			
Cold Temperatures			
Humid			
3. Hazards			
Biological			
Chemical			
Electrical			
Radiation			
Sharp Objects/Tool			
Heavy Machinery			
Other			
4. Unprotected Spaces			
High Places/High Heights			
Constricted Spaces (Underground)			
5. Dirty (Soil)			
6. Dry			
7. Fumes, Gases, Odors, Dust			
8. Grease, Oil, Mud			
9. Moving Mechanical Parts			
10. Noise			
11. Hot Temperature (Devices)			
Burners			
Flame Torches			
12. Vibration			
13. Wet, Slippery Floors/Surfaces			
14. Working w/others			
15. Working alone			

Essential Functions Analysis Tool – 3

Check appropriate box that reflects the responsibility that this position will have:

**POSITION DESCRIPTION
TEMPLATES
&
EXAMPLES**

VII. POSITION DESCRIPTION TEMPLATE



*Classification Specification for
Classified/Unclassified Service*

Page 1 of 1

Title:

Pay Scale Group:

Job Description

This section is a summary of the general characteristic duties in a job family, i.e., program coordinator or laborer. It is a statement of the general duties, responsibilities, and qualifications that are within the scope of the job classification. Majority of job descriptions are created and maintained by Compensation.

Job Characteristic Duties

This section is a list of general duties responsibilities, and qualifications in a job that are within the scope of the job classification

Job Unusual Working Conditions

Working conditions include the environmental and other conditions which might affect the desirability of the job. Such things as exposure to hazards, adverse weather conditions, odors and other unpleasant surroundings, frequent overtime, extensive travel, and other related factors should be included in this section.

Job Minimum Qualifications

Minimum qualifications define the level of skills (experience and/or education) needed by an individual to perform the job and meet the job's standard. Contact Compensation to add to the minimum qualifications.

Position Description (Essential Functions)

Essential position functions represent the fundamental job duties and responsibilities of the position the individual will be performing. Persons with disabilities must be able to perform these duties with or without reasonable accommodations.

Position Ideal Qualifications

This section is the knowledge, skills, abilities, or certifications that are ideal but not required.

Physical Requirements

This section lists the actual physical actions or mental requirements necessary to perform the essential job functions. To help ensure compliance with ADA, this section should be stated in specific terms rather than broad general terms. In listing physical requirements, such things as amount of exertion involved, frequency of the action, length of time necessary to perform the action, and percentage of times spent performing it should be stated.

Last updated: December 2009

POSITION DESCRIPTION EXAMPLE



Classification Specification for Classified Service

Page 1 of 1

Job Classification Title: Laborer

Pay Scale Group: 81

Job Description

Under supervision from higher level supervisor, performs unskilled tasks requiring manual labor.

Job Characteristic Duties

Perform general labor outdoors, (e.g., shovels snow, load and unload trucks, mow grass, cut weeds haul trash, repair fences, dig holes & ditches).

Perform general labor indoors (e.g., move furniture, set up chairs, tables, stages and platforms; perform custodial duties such as sweeping, mopping, waxing floors, cleaning windows and walls).

Maintain housekeeping conditions as prescribed by area.

Perform related duties based on departmental need.

Job Unusual Working Conditions

Extensive standing, walking, pushing, pulling, reaching and lifting of heavy equipment and furniture/furnishings. Considerable kneeling and crouching. May work outside exposed to weather. **Position in Grounds & Moving must be able to perform snow and ice removal tasks, and respond at any time of the day or night when called.**

Job Minimum Qualifications

Ability to count, read, and write numbers and common vocabulary; ability to read and understand warning signs; ability to lift materials weighing up to 50 pounds and ability to demonstrate full range of motion for reaching, bending and stooping; 3 months experience or training in institutional and industrial cleaning or maintenance. **Positions in Grounds and Moving Services require a valid driver's license and an acceptable driving record.**

Position Description

Sweep, mop, and dust, clean seats; empty trash; clean restrooms, strip, wax, and polish floors; clean carpets; wash walls; set up tables and chairs; lay floor tile; set up basketball goals; remove snow/ice from front entrance. Check equipment and supplies. Other duties as assigned.

Position Ideal Qualifications

Position in Grounds & Moving must be able to perform snow and ice removal tasks, and respond at any time of the day or night when called.

Physical Requirements

Frequently lifts, carries or otherwise moves and positions objects weighting 60 to 100 lbs.

Frequently bends, kneels and crouches.

Repetitive movement of hands, arms and legs, sweeping, vacuuming, moping and pushing/lifting a shovel.

May drive vehicle if needed.

Continuous walking, standing and moving about.

Exposure to adverse weather conditions, hazardous chemicals, odors, dirt and dust.

Last updated: December 2009

POSITION DESCRIPTION EXAMPLE



Classification Specification for Unclassified Service

Page 1 of 2

Job Classification Title: Program Coordinator

Pay Scale Group: 14

Job Description

Under general supervision from a designated administrator, plan, design, evaluate, modify and coordinate programs for a department or college.

Job Characteristic Duties

Plan, design, evaluate, modify and coordinate programs for a department or college.

Design/create and conduct seminars, classes, workshops or programs.

Develop program objects and monitor quantitative and qualitative data on progress toward objectives. Review objects to identify problems and solutions, prioritize solutions and develop action steps for program improvement.

Research and analyze relevant literature, other benchmark information in order to develop grant proposals, new program ideas and propose program changes.

Develop, administer and analyze assessment/evaluation questionnaires. Compile statistics and prepare reports.

Develop and implement a marketing strategy in order to recruit students and program participants.

Interact with staff, faculty, external agencies and other university departments.

May provide direct supervision to exempt and non-exempt staff (i.e. hiring/firing, performance evaluations, disciplinary action, approving time off, etc.)

Perform related duties based on departmental need.

Job Unusual Working Conditions

N/A

Job Minimum Qualifications

Bachelor's degree with one (1) year experience; - OR-Associate's degree with three (3) years experience; -OR- five (5) years experience. Experience must be in program coordination.

Position Description

This position assists, participates and enhances efforts in the planning, implementation and coordination of Cincinnati based and on-campus activities related to programs and events including but not limited to: homecoming, alumni weekend, UC Day, home athletic events, reunion, scholarship, student outreach programs etc. to promote active alumni participation and provide opportunities for renewed contact with UC. This position reports to the Program Director

Serves as the event coordinator and/or event support staff as delegated by the Program Director or Program Manager and provides logistical and on-site support. Manages design and delivery of print and online communication to targeted alumni in support of events. Create and manage the event registration process through online event registration and calendaring system.

May work evenings and weekends and travel may be required.

POSITION DESCRIPTION EXAMPLE CONTINUED



Classification Specification for Unclassified Service

Page 2 of 2

Job Classification Title: Program Coordinator

Pay Scale Group: 14

Position Ideal Qualifications

The ideal candidate will have at least one year volunteer experience and work in event planning. Excellent interpersonal communication skills, both written and oral. Strong organizational, team and Word, Excel, Access and PowerPoint presentations

Physical Requirements

Repetitive movement of hands and fingers – typing and/or writing.
Occasional standing, walking, stooping, kneeling or crouching.
Reach with hands and arms.
Talk and hear.

POSITION DESCRIPTION EXAMPLE



Classification Specification for Faculty

Page 1 of 1

Job Classification Title: Assistant Professor

Pay Scale Group: 77

A.

B. **Job Description**

C. On a full-time basis Faculty Members principal academic functions include teaching, discovering, creating and reporting knowledge.

1. **Job Characteristic Duties**

N/A

2. **Job Unusual Working Conditions**

N/A

3. **Job Minimum Qualifications**

Appropriate academic degree related to department specifications and prior academic experience.

4. **Position Description**

Teaching 12 credit hours per quarter (autumn/winter/ spring) in mathematics ranging anywhere from preparatory math to upper level calculus courses; ongoing scholarly activities such as research in mathematics and presentation/publication of works; service to the Department, College, and University, such as serving on committees, attendance at departmental and college meetings, and assisting in staffing courses/developing new courses. All candidates must provide evidence of effective teaching and professional development such attendance at seminars.

5.

6. **Position Ideal Qualifications**

A doctorate in Mathematics or a doctorate in Mathematics Education combined with a Masters degree in Mathematics. Applicants should have a minimum of 1 year of college-level teaching experience.

7.

8. **Physical Requirements**

1. Frequent communications, verbal and written.
2. Using math/calculations.
3. Frequent standing and/or sitting.
4. Visually or otherwise identify, observe and assess.

Last updated: October 2011

APPENDIX

VIII. APPENDIX - ACTION VERB LIST

ACCEPTS: To receive; to regard as true, proper, normal, inevitable.

ACCOMPLISHES: To execute fully; to attain.

ACCOUNTS: To give a report on; to furnish a justifying analysis or explanation.

ACCUMULATES: To collect; to gather.

ACHIEVES: To bring to a successful conclusion.

ACKNOWLEDGES: To report the receipt of.

ACQUIRES: To come into possession of.

ACTS: To perform a specified function to carry out a purpose; to exert one's powers in such a way as to bring about an effect.

ACTIVATES: To mobilize; to set into motion.

ADAPTS: To suit or fit by modification.

ADDS: To affix or attach to; to perform mathematical addition of figures.

ADHERES: To give support or maintain loyalty; to be consistent; to hold fast or stick; to bind oneself to observance; to follow closely; to carry out without deviation.

ADJUSTS: To bring to a more satisfactory state; to bring the parts of something to a true or more effective position.

ADMINISTERS: To verify, secure and ensure compliance with policies.

ADMITS: To permit to enter or to join.

ADOPTS: To take up and apply or put into practice; to accept, as a report.

ADVANCES: To bring or move forward; to accelerate the growth or progress of; to raise to a higher rank; to promote; to bring forward for notice, consideration or acceptance; to make progress; to raise in rate.

ADVISES: To recommend a course of action (not simply to tell or inform); to offer an informed opinion based on specialized knowledge.

ADVOCATES: To recommend or speak in favor of.

AFFIRMS: To assert positively; to confirm; to ratify.

AFFIXES: To secure an object to another; to attach.

AIDS: To help or assist; to give help or assistance to.

ALIGNS: To arrange in a line; to array.

ALLOTS: To assign as a share.

ALTERS: To make different; to modify.

AMMENDS: To change or modify for the better.

ANALYZES: To separate into elements and critically examine to arrive at a conclusion; to study the factors of a situation or problem in order to determine the solution or outcome.

ANSWERS: To speak or vote in reply.

ANTICIPATES: To foresee events, trends, consequences, or problems and deal with in advance.

APPLIES: To put to use for a purpose; to employ diligently or with close attention.

APPOINTS: To name officially.

APPRAISES: To give an expert judgment of worth or merit; to evaluate as to quality, status or effectiveness.

APPROPRIATES: To take exclusive possession of; to set apart for or assign to a particular purpose or use; to take without permission.

APPROVES: To accept as satisfactory; to exercise final authority with regard to commitment of resources; to sanction officially; to ratify (thereby assuming responsibility for).

ARRANGES: To prepare for an event; to put in proper order; to form or fit into a systematic whole.

ARTICULATES: To pronounce distinctly; to express in coherent verbal form.

ASCERTAINS: To find out or discover through examination; to find out or learn for a certainty.

ASSEMBLES: To collect or gather together in a predetermined order from various sources.

ASSERTS: To state or declare positively.

ASSESSSES: To determine value of; to evaluate.

ASSIGNS: To specify or designate tasks or duties to be performed by others; legally to transfer or make over to another.

ASSISTS: To give aid or support.

ASSUMES: To undertake; to take for granted; to take to or upon oneself.

ASSURES: To state confidently; to make certain of; to confirm.

ATTACHES: To connect; to bind or affix to; to fasten; to tie.

ATTAINS: To come into possession of; to arrive at.

ATTENDS: To be present for the purpose of making a contribution.

AUDITS: To examine officially with intent to verify.

AUTHORIZES: To approve; to empower through vested authority.

AVERTS: To turn away or aside; to see coming and ward off.

AWARDS: To confer or bestow.

BALANCES: To compute the difference between the debits and credits of an account; to reconcile accounts; to arrange or prove so that the sum of one group equals the sum of another.

BATCHES: To assemble into a group for one operation.

BUDGETS: To plan expenditures.

BUILDS: To construct.

CALCULATES: To make a mathematical computation.

CALLS: To communicate with by telephone; to summon; to announce.

CANCELS: To mark out; to invalidate; to strike out, cross out, or revoke.

CAPITALIZES: To write or print with an initial capital or in capitals; to convert into capital; to compute the present value of; to supply capital for.

CARRIES OUT: To put into execution; to bring to a successful issue; to continue to an end or stopping point.

CERTIFIES: To confirm as accurate or true.

CHARTS: To draw or plot data (as on a graph); to make a detailed plan.

CHECKS: To verify; to compare with a source for verification; to examine.

CIRCULATES: To pass from person to person or place to place; to disseminate.

CLARIFIES: To make easier to understand; to explain.

CLASSIFIES: To arrange or organize according to systematic groups, classes or categories.

CLOSES: To bring to a conclusion; to bar passage; to shut; to suspend or stop operations; to end or terminate.

COACHES: To teach or train; to tutor.

CODES: To use symbols or characters (letters or numbers) to represent words or figures.

COLLABORATES: To work jointly with; to cooperate with others.

COLLATES: To organize or assemble in a predetermined sequence.

COLLECTS: To gather; to assemble; to accumulate.

COMMANDS: To direct authoritatively; to order or request to be given; to give orders; to dominate from an elevated position.

COMMUNICATES: To impart a verbal or written message; to transmit information.

COMPARES: To examine for the purpose of discovering resemblances or differences.

COMPILES: To put together information; to collect from other documents.

COMPLETES: To finish; to fully carry out.

COMPLIES: To act in accordance with rules or requests.

COMPOSES To make by putting parts together; to create, to write (an original letter, report, instructions, etc.).

COMPREHENDS: To grasp mentally; to understand.

COMPUTES: To determine or calculate mathematically.

CONCURS To agree with a position, statement, action or opinion.

CONDENSES: To make more compact.

CONDUCTS: To carry on; to direct the execution of.

CONFERS: To compare views; to consult.

CONFIRMS: To give approval to; to assure the validity of.

CONFORMS: To bring into harmony or agreement; to adapt oneself to prevailing standards or customs.

CONSIDERS: To think about with care or caution.

CONSOLIDATES: To bring together; to combine.

CONSTRUCTS: To make or form by combining parts; to draw with suitable instruments and under specified conditions; to arrange or set in order mentally.

CONSULTS: To seek advice of others; to give professional advice or services; to confer.

CONTACTS: To communicate with.

CONTINUES: To maintain without interruption a condition, course, or action; to remain in existence.

CONTRACTS: To establish or undertake by contract;

CONTRIBUTES: To supply or give something; to submit for publication.

CONTROLS: To measure, interpret, and evaluate actions for conformance with plans or desired results; to exercise directly, guiding or restraining power over.

CONVERTS: To alter the physical or chemical nature of something; to alter for more effective utilization.

CONVEYS: To move from one place to another; to transport; to communicate.

CONVINCES: To persuade; to cause others to believe something, using evidence and/or argument.

COOPERATES: To associate with another or others for mutual benefit.

COORDINATES: To regulate, adjust, or combine the actions of others to attain harmony; to bring into common action or condition according to established policies..

COPIES: To duplicate an original; to transfer or reproduce information.

CORRECTS: To make or set right; to alter or adjust to conform to a standard; to rectify.

CORRELATES: To establish or demonstrate a casual, complementary, parallel, or reciprocal relation.

CORRESPONDS: To communicate with.

COUNSELS: To give advice or guidance; to consult with.

CREATES: To bring into existence; to produce through imaginative skill.

DEBUGS: To detect, locate, and remove mistakes from a routine of malfunctions from a computer.

DECIDES: To arrive at a solution; to bring to a definitive end.

DEDICATES: To set apart to a definite use; to become committed to.

DEDUCES: To derive a conclusion by reasoning (inference in which the conclusion follows necessarily from the premises); to reach a conclusion by mental deduction.

DELEGATES: To commission another to perform tasks or duties which may carry specific degrees of accountability and authority; to entrust to the care or management of another.

DELETES: To strike out or remove.

DELIVERS: To set free; to convey; to send to an intended destination.

DEMONSTRATES: To illustrate and explain, especially with examples.

DESCRIBES: To represent by a figure, model, or picture; to trace the outline of; to give an account of in words.

DESIGNS: To conceive, create, and execute according to plan.

DETERMINES: To resolve; to fix conclusively or authoritatively; to decide.

DEVELOPS: To disclose, discover, perfect, or unfold a plan or idea.

DEVICES: To form in the mind by new combinations or applications of ideas or principles; to invent.

DICTATES: To read or speak information to be recorded or written by another.

DIRECTS: To guide work operations through the establishment of objectives, policies, rules, practices, methods, and standards; to govern or control.

DISASSEMBLES: To take apart.

DISCIPLINES: To penalize individuals or groups whose behavior is contrary to established rules and regulations.

DISCUSSES: To exchange views for the purpose of arriving at a conclusion.

DISPATCHES: To send off, or forward, to known destination or on specific business.

DISPLAYS: To show; to spread before the view.

DISPOSES: To sell or get rid of

DISSEMINATES: To spread or disperse information or ideas.

DISTINGUISHES: To perceive as being separate or different; to separate into kinds, classes, or categories.

DISTRIBUTES: To deliver to proper destination; to pass around; to allot.

DIVERTS: To turn from one course or use to another.

DIVIDES: To separate into classes or parts.

DOCUMENTS: To provide with factual or substantial support for statements made or a hypothesis proposed; to equip with exact references to authoritative supporting information.

DRAFTS: To prepare papers or documents in a preliminary form.

DRAWS: To compose or write up, following a set procedure or form (as in a contract); to pull or move something.

EDITS: To revise and prepare material (written, film, tape, soundtrack) for publication or display.

EFFECTS: To bring about; to accomplish.

ELABORATES: To work out in detail; to give details.

ELECTS: To choose or select carefully.

ELIMINATES: To get rid of; to set aside as unimportant.

EMPHASIZES: To stress.

EMPLOYS: To make use of; to use or engage the services of; to provide with a job that pays wages or a salary.

ENCOMPASSES: To form a circle about; to envelop; to include.

ENCOURAGES: To inspire with spirit or hope; to give help or patronage to.

ENDORSES: To support or recommend.

ENFORCES: To execute vigorously; to exercise executive or police power (refers to laws and statutes).

ENGAGES: To interlock with; to mesh; to provide occupation for; to arrange to obtain the use or services of.

ENHANCES: To increase or make greater.

ENLISTS: To engage for duty; to secure the support and aid of.

ENSURES: To make sure, certain, or safe; to guarantee.

ESTABLISHES: To bring into existence; to institute.

ESTIMATES: To forecast future requirements.

EVALUATES: To determine or fix the value of; to appraise.

EXAMINES: To inspect closely; to investigate; to scrutinize.

EXCHANGES: To give or take one thing in return for another.

EXCLUDES: To shut out; to bar from participation, consideration, or inclusion.

EXECUTES: To put into effect; to carry out.

EXERCISES: To exert influence or authority; to train by drills and maneuvers; to use repeatedly in order to strengthen and develop.

EXPECTS: To look forward; to consider probable or certain.

EXPEDITES: To accelerate the process or progress of.

EXPRESSES: To represent in words; to make known one's feelings or opinions.

EXTRACTS: To draw forth; to withdraw; to separate; to determine by calculation.

FACILITATES: To make easier or less difficult.

FEEDS: To move into a machine or opening in order to be used or processed; to furnish with something essential for growth, sustenance, maintenance, or operation.

FIGURES: To compute.

FILES: To arrange in a methodical manner; to rub smooth or cut away with a tool.

FINALIZES: To put in finished form.

FINDS: To encounter; to locate or come upon by searching or effort.

FLAGS: To mark in some distinctive manner.

FOLLOWS UP: To pursue closely in order to check progress; to see if results are satisfactory.

FORECASTS: To predict; to estimate in advance.

FORMULATES: To develop or devise.

FOSTERS: To promote the growth or development of.

FULFILLS: To put into effect; to bring to an end; to measure up to; to develop the full potentiality of.

FUNCTIONS: To act or operate as; to serve.

FURNISHES: To provide what is needed; to supply.

GATHERS: To collect; to harvest; to accumulate and place in order.

GENERATES: To bring into existence; to cause to be; to produce.

GIVES: To grant or bestow; to administer; to make a present of.

GOVERNS: To exercise continuous sovereign authority over; to control and direct the making and administration of authority over; to hold in check; to have decisive influence.

GRASPS: To make the motion of seizing.

GUARANTEES: To secure; to answer for the debt, default, or miscarriage of.

GUIDES: To show or lead the way to; to manage the affairs of; to influence the conduct or opinions of.

HIRES: To engage the services of for a set sum; to employ.

IDENTIFIES: To establish the identity of; to associate with some interest.

IMPLEMENTS: To carry out; to execute a plan or program; to give effect to.

IMPORTS: To bring from a foreign or external source.

IMPROVES: To make something better.

INDICATES: To show; to demonstrate with precision.

INFORMS: To communicate information or knowledge; to acquaint.

INITIATES: To start; to introduce; to originate.

INNOVATES: To exercise imagination or creativity in introducing something new or in making changes that lead to improvement.

INSERTS: To put (something) into, between, or among other materials; to introduce, as a word in a sentence.

INSPECTS: To examine or determine; to critically analyze for suitability.

INSTALLS: To set in position or adjust use; to settle in a certain place or condition, or status; to set up for use in office.

INSTITUTES: To organize, establish, and set in operation; to begin.

INSTRUCTS: To teach; to coach; to impart or communicate knowledge; to direct or order.

INSURES: To cover with insurance; to make certain.

INTEGRATES: To unify; to make whole by putting all parts or elements together.

INTERPRETS: To give the meaning of; to explain to others; to elucidate.

INTERVIEWS: To obtain facts or opinions through inquiry or examination of various sources.

INVENTS: To think up or imagine; to create.

INVENTORIES: To catalog or to count and list.

INVESTIGATES: To observe or study by close examination and systematic inquiry.

INVESTS: To spend or use time, money or effort to achieve a future benefit.

ISSUES: To put forth or to distribute officially.

ITEMIZES: To list; to write down in detail.

JUDGES: To form an authoritative opinion; to determine and pronounce after inquiry and deliberation.

JUSTIFIES: To prove or show to be right or reasonable; to align words such that both left- and right-hand margins are in line (typing term).

KEEPS: To hold or retain; to maintain.

LEADS: To guide or direct on a course or in the direction of; to channel; to direct the operations of.

LEARNS: To gain knowledge or understanding of.

LISTS: To enumerate; to enter into a catalog with a selling price; to itemize.

LOADS: To place in or on a means of conveyance; to increase the weight of by adding something heavy.

LOCATES: To find, determine, or specify by means of searching, examining, or experimenting; to seek and find.

MAINTAINS: To continue; to carry on; to keep current or in an existing state, as records or files.

MAKES: To cause to happen to; to cause to exist, occur, or appear; to create; to bring into being by forming, shaping, or altering material.

MANAGES: To direct, control, or make or keep compliant.

MARKETS: To expose for sale; to sell.

MATCHES: To set in competition with; to provide with a worthy competitor; to cause to correspond.

MEASURES: To determine length, width, or quantity of.

MEDIATES: To interpose with parties to reconcile them; to reconcile differences.

MEETS: To cope with; to come together from different directions; to provide for.

MENTORS: To serve as a mentor or coach for:

MERGES: To combine items from two or more similarly ordered sets into one set that is arranged in the same order.

MIXES: To unite or blend into one group or mass.

MODIFIES: To make less extreme; to limit or restrict the meaning of; to make minor changes in.

MONITORS: To watch; to observe; to check for a specific purpose.

MOTIVATES: To arouse or stimulate to action.

MOVES: To go from one point to another; to begin operating or functioning or working in a usual way.

NEGOTIATES: To confer with others with a view to reaching agreement.

NOTES: To observe; to recognize.

NOTIFIES: To make known; to inform.

OBSERVES: To see, notice, or watch something or someone.

OBTAINS: To acquire or gain possession of.

OCCUPIES: To take possession of; to fill.

OMITS: To leave out; to disregard.

OPENS: To make available for entry or passage; to make accessible; to expose to view; to disclose.

OPPOSES: To resist; to withstand; to place opposite or against.

ORGANIZES: To arrange; to systematize or methodize.

ORIENTS: To cause to become aware of, familiar with, or adjusted to facts, principles, procedures, or situations.

ORIGINATES: To create; to invent or produce as new.

OUTLINES: To make a summary of significant features.

OVERCOMES: To get the better of; to gain superiority.

OVERSEES: To watch over and direct; to superintend; to supervise.

PARTICIPATES: To join or share with others; take part.

PERFORMS: To fulfill or carry out some action; to accomplish; to execute.

PERMITS: To consent to; to authorize; to make possible.

PERSUADES: To move by argument or entreaty to a belief, position, or course of action.

PLACES: To locate and choose positions for.

PLANS: To devise or project the realization or achievement of a course of action.

POSTS: To record information in ledgers or other forms from another source.

PRACTICES: To perform or work at repeatedly in order to gain proficiency.

PREDICTS: To declare in advance; to foretell on the basis of observation, experience or scientific reason.

PREPARES: To make ready for a particular purpose.

PRESCRIBES: To establish as a rule or guide.

PRESENTS: To introduce; to bestow; to lay as a charge before the court; to offer to view.

PRESERVES: To keep, guard, or observe; to keep safe, to protect; to keep free from decay; to maintain.

PREVENTS: To stop something from occurring; to take advance measures against.

PRICES: To fix, establish, or find out the value of.

PROCEEDS: To begin to carry out an action.

PROCESSES: To subject to some special treatment; to handle in accordance with a prescribed procedure.

PROCURES: To obtain possession of; to bring about.

PRODUCES: To grow; to make, bear, or yield something; to offer to view or notice; to exhibit.

PROGRAMS: To arrange or work out a sequence of operations to be performed; to make a plan or procedure.

PROJECTS: To extend forward; to present for consideration; to communicate vividly, especially to an audience.

PROMOTES: To advance to a higher level or position.

PROOFREADS: To read (copy or printer's proof) against the original manuscript for corrections.

PROPOSES: To form or declare a plan or intention.

PROVIDES: To supply what is needed; to furnish.

PUBLICIZES: To give information concerning a person, group, event or product through various communications media to attract public attention.

PULLS: To haul; to tow; to remove, as in filing.

PURCHASES: To buy or procure by committing organizational funds.

QUANTIFIES: To make explicit the logical amount of; to determine or express the amount of.

QUESTIONS: To interrogate; to doubt; to dispute; to inquire.

RATES: To assess the value of; to appraise; to arrange in sequence of rank.

READS: To interpret; to scan; to study the movements of; to understand the meaning of; to utter aloud the printed written words of.

REALIZES: To understand clearly; to get by sale, investment, or effort.

REASONS: To use the faculty of reason (the power of comprehending, inferring or thinking, especially in orderly rational ways).

RECEIVES: To acquire; to come into possession of; to take something that is offered or sent; to admit or welcome guests or visitors..

RECOGNIZES: To perceive clearly; to acknowledge with a show of appreciation.

RECOMMENDS: To advise or counsel a course of action; to offer or suggest for adoption.

RECONCILES: To adjust; to restore to harmony; to make congruous.

RECONSTRUCTS: To rebuild; to reorganize or reestablish; to restore.

RECORDS: To register; to set down in writing.

RECRUITS: To seek out others to become new members, students or personnel.

RECTIFIES: To correct by calculation or adjustment; to remedy; to set right.

REDUCES: To narrow down; to diminish in size or amount; to abridge; to lower in grade or rank.

REFERS: To send or direct for aid, treatment, information, or decision; to direct attention; to make reference to.

REFLECTS: To think calmly and quietly; to give back as an image, likeness, or outline; to make apparent.

REGARDS: To pay attention to; to take into consideration; to relate to.

REGISTERS: To enter in a record; to enroll formally or officially.

REGULATES: To govern or direct according to rule; to bring under the control of law; to fix or adjust the time, amount, or degree of.

REINFORCES: To strengthen with additional forces or additions.

REJECTS: To refuse to have, use, or take for some purpose; to refuse to hear, receive, or admit.

RELATES: To show or establish logical or causal connection between; to have meaningful social relationships.

RELEASES: To set free as in releasing information; to permit the publication or dissemination of.

RELIES: To depend on.

REMITTS: To send money in payment of; to submit or refer for consideration, judgment, decision, or action.

REMOVES: To change the location, station or residence of; to dismiss from office.

RENDERS: To furnish an opinion; to answer.

REPRESENTS: To act in the place of or for.

REPORTS: To give an account of; to furnish information or data.

REQUESTS: To ask for something.

REQUIRES: To have as a requisite; to call for as suitable or appropriate; to demand as necessary.

REQUISITIONS: To make a request for, as in records or supplies; to ask in writing for something that is needed.

RESCINDS: To make void; to repeal.

RESEARCHES: To inquire specifically, using involved and critical investigations.

RESPONDS: To answer; to show favorable reaction.

RESTRICTS: To confine within bounds; to restrain.

RETRIEVES: To regain; to rescue.

REVIEWS: To consider; to reexamine; to analyze results for the purpose of giving an opinion.

REVISES: To rework in order to correct or improve; to make a new, improved, or up-to-date version.

ROUTES: To forward; to schedule or dispatch; to prearrange and direct locations to which an article is to be sent.

SATISFIES: To carry out the terms of (a contract); to meet financial obligations; to make reparation to; to please.

SCANS: To examine: to search in order to locate specific data or information; to scrutinize.

SCHEDULES: To plan a timetable; to set specific times for.

SCREENS: To examine in orderly fashion to determine suitability or acceptability (as in appraising potential employees); to select.

SEARCHES: To examine; to probe; to make a thorough examination or investigation of.

SECURES: To gain possession of; to guarantee; to make safe; to obtain.

SEEKS: To try to find or discover; to try to obtain or reach; to make a search or investigation.

SELECTS: To choose the best suited.

SELLS: To give up property to another for money or other valuable consideration.

SENDS: To dispatch by means of communication; to convey.

SEPARATES: To set apart.

SERVES: To assist; to be of use; to hold office.

SETS UP: To cause a condition to come into effect; to put in operation.

SHOWS: To display; to give indication; to point out to someone.

SIGNS: To formally approve or ratify a document by affixing one's signature.

SIMPLIFIES: To clarify; to reduce to basic essentials.

SOLICITS: To approach with a request or plea; to strongly urge.

SOLVES: To find a solution for.

SORTS: To separate or arrange according to a scheme; to rank by kind, class, division, etc.

SPEAKS: To express oneself using words; to deliver an address or lecture.

SPECIFIES: To state precisely in detail or to name explicitly.

SPENDS: To use up or pay out.

STACKS: To pile up.

STANDARDIZES: To bring into conformity to something established by authority, custom, or general consent as a model or criterion.

STIMULATES: To excite to activity; to urge; to rouse or spur on.

STRENGTHENS: To make stronger.

STRIVES: To endeavor; to devote serious effort or energy.

STRUCTURES: To give arrangement or form to; to arrange or organize.

STUDIES: To contemplate; to carefully examine or investigate; to deliberate.

SUBMITS: To present data for the discretion or judgment of others.

SUMMARIZES: To restate material (facts, figures, etc.) briefly; to make an abstract.

SUPERVISES: To personally oversee, direct, inspect, or guide the work of others with responsibility for meeting certain standards of performance.

SUPPLEMENTS: To add to.

SUPPLIES: To furnish something that is needed; to provide; to equip.

SUPPORTS: To promote the interests or cause of; to argue or vote for; to pay the costs of; to hold up or serve as a foundation for.

SURVEYS: To examine as to condition, situation, or value.

SUSTAINS: To give support or relief to; to prolong; to support by adequate proof.

TABULATES: To put in table form; to set up in columns or rows; to make a listing.

TAKES: To assume possession of; to grasp; to gain approval of.

TERMINATES: To bring to an end; to conclude.

TESTS: To put to proof; to examine, observe, or evaluate critically.

TOTALS: To add up; to compute.

TRACES: To locate something by searching or researching evidence; to copy, as a drawing.

TRAINS: To teach, demonstrate, or guide others in order to bring up to a predetermined standard.

TRANSCRIBES: To transfer data from one form of record to another or from one method of preparation to another, without changing the nature of data.

TRANSLATES: To turn into one's own or another language.

TRANSMITS: To transfer or send from one person or place to another; to send out a signal either by radio waves or over a wire.

TRANSPOSES: To change the usual order of.

TREATS: To regard and deal with in a specified manner; to provide care for or deal with medically.

TURNS: To make rotate/revolve; to cause to move around so as to affect a desired end (as locking, opening, and shutting); to reverse the sides or surfaces of.

TYPES: To write using a typewriter or keyboard; to arrange by categories.

UNDERSTANDS: To grasp the meaning of; to have thorough or technical acquaintance with or expertness in the practice of.

UPDATES: To bring current.

USES: To put into action or service; to consume or take; to act with regard to.

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UTILIZES: To make use of.

VERIFIES: To confirm or establish authenticity; to substantiate; to prove to be true.

VISITS: To go or come to see in a professional capacity.

WEIGHS: To ascertain the heaviness of; to consider carefully.

WRITES: To set down letters, words, sentences, or figures on paper or other suitable material; to author; to draft.