



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

**EQUAL EMPLOYMENT
OPPORTUNITY PLAN
Federal Plan**

March 1, 2015 – February 28, 2016

UNC-CHAPEL HILL
Equal Opportunity and Compliance Office
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Federal Equal Employment Opportunity Plan (“Plan”) (SPA & EPA)

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I. **Chancellor's Letter**



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

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Chancellor

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MEMORANDUM

TO: The University Community

FROM: Chancellor Carol L. Folt *Carol L. Folt*

DATE: March 1, 2015

RE: 2015 Equal Employment Opportunity Plan

In compliance with state and federal laws¹, the University has prepared this 2015 Equal Employment Opportunity Plan (the "Plan") setting forth our commitment to providing equal employment opportunities. The Plan shows us the composition of our workforce at Carolina and sets forth procedures we will use to help further our commitment to a diverse and inclusive work environment.

While legal requirements inform components of the Plan, our commitment to equal employment opportunities reflects our deeply held belief that we can only provide quality service and education by being a campus that is diverse and representative of the larger community. We strongly value the extraordinary benefits diversity brings to our students, employees, and the people of North Carolina.

We take seriously our responsibility as a University community to promote equal opportunity principles in every decision impacting our faculty, staff and student employees. Accordingly, I hereby adopt this Plan as Chancellor and declare it effective March 1, 2015.

The University of North Carolina at Chapel Hill is a constituent institution of
The University of North Carolina
Equal Opportunity Employer

¹ The relevant federal regulations, which implement Executive Order 11246, can be found at 41 C.F.R. Parts 60-1 and 60-2; the relevant state regulations are set forth in title 25, subchapter 1L, section .0100 of the North Carolina Administrative Code.

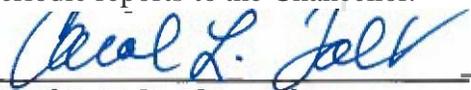
II. UNC Chapel Hill Policy Statement

POLICY STATEMENT

As part of its Equal Employment Opportunity Plan (the "Plan"), The University of North Carolina at Chapel Hill (the "University") reaffirms its commitment to providing an inclusive and welcoming environment for all members of our community and to ensuring that educational and employment decisions are based on each individual's abilities and qualifications. Consistent with this principle and applicable laws,¹ it is therefore the University's policy not to discriminate with respect to employment terms and conditions on the basis of an individual's protected status: age, color, creed², disability, gender, gender expression, gender identity, genetic information, national origin, race, religion, sex, sexual orientation, or veteran status. Our policy will ensure that only relevant factors are considered and that equitable and consistent standards of conduct and performance are applied.

In furtherance of this policy, all employment-related decisions must be made in accordance with the principles of equal opportunity. All personnel actions such as compensation, benefits, transfers, layoffs, terminations, sponsored training, education, tuition assistance, and social/recreational programs, are to be administered without regard to an individual's protected status. Moreover, the University prohibits any retaliatory action against any employee or applicant for employment, who files a complaint or charge of employment discrimination, testifies, assists, or participates in any manner at a hearing, proceeding, or investigation of employment discrimination. The University also prohibits unlawful harassment, and the responsibility for implementing the University's harassment policies falls upon its administrators and supervisors. Additionally, the University is committed to providing reasonable accommodations for individuals with disabilities as required by law.

The University's senior administrators, as well as supervisors and managers who are authorized to make employment-related decisions, are responsible for complying with any equal opportunity programs. In this endeavor, these administrators, supervisors, and managers are assisted by the University's Equal Opportunity and Compliance Office, the Office of Human Resources, and the Office of the Provost. The RO/Disability Coordinator is responsible for monitoring and evaluating the Plan and for presenting periodic reports to the Chancellor.



Carol L. Folt, Chancellor

03/13/2015
Date

¹Laws, regulation, and guidelines pertaining to equal employment opportunity compliance include, but are not limited to: Title VII of the Civil Rights Act of 1964, as amended; the Equal Pay Act of 1963; the Age Discrimination in Employment Act of 1968, as amended; Executive Order 12466, as amended; the Rehabilitation Act of 1973; the Americans with Disabilities Act of 1990, as amended; and N.C. Gen Stat. § 126-16, as amended.

²Applicants or employees that allege discrimination based on creed, sexual orientation, gender identity or gender expression are limited to the University's internal grievance process.

III. Establishment of Responsibilities for Implementation of the Written Affirmative Action Compliance Plan (41 CFR 60-2.17(a))

A. EO/Disability Coordinator

The EO/Disability Coordinator for the University reports to the Vice Chancellor for Workforce Strategy, Equity and Engagement. The duties of the EO/Disability Coordinator include the following:

1. To monitor continuously the administration of the **Plan**;
2. To help devise systems for the implementation of the **Plan** and the achievement of its goals, including forms and procedures for the continuous reporting and monitoring of appointment, promotion, and salary actions;
3. To advise and assist the Chancellor and Senior Administrative Officers with respect to equal opportunity matters;
4. To receive complaints and concerns from individuals and groups with respect to employment actions alleged to have been based on discrimination in regard to age, color, disability, gender, gender expression, gender identification, genetic information, national origin, race, religion, sex, sexual orientation, or veteran status and to advise and assist such complainants in the handling of such complaints;
5. To identify problems with respect to the implementation of the **Plan**;
6. To keep the members of the University community informed of the progress and problems in the administration of the **Plan**;
7. To evaluate the effectiveness of the **Plan**;
8. To serve as The University's liaison with the Equal Employment Opportunity Commission, the U.S. Departments of Labor, the United States Department of Education, and other appropriate federal agencies with respect to equal employment opportunity matters;
9. To be a point of contact with organizations representing females, minorities, veterans, and individuals with disabilities (IWDs);
10. To meet with and keep senior administrative officers informed of developments in the entire equal opportunity area;
11. To advise the Vice Chancellor for Workforce Strategy, Equity and Engagement concerning any needed revision(s) of the University's **Plan**.

B. Responsibilities of Sr. Administrative Officers for Equal Opportunity

The EO/Disability Coordinator and the Equal Opportunity Advisory Committee have their essential roles in the achievement of equal employment opportunity in the University - roles as policy advisors, critics of performance, channels of information on problems and solutions, and other helpful roles. But the achievement of the goals of equal employment opportunity - the employment of larger numbers of minorities and females in those sectors of University employment where they are not now found in numbers commensurate with their availability - will depend on the people with day-to-day responsibility for making employment decisions in the University. This responsibility rests with the group of officers referred to in this **Plan** as the senior administrative officers of the University – the Provost, Vice Chancellor for Workforce Strategy, Equity and Engagement, Associate Vice Chancellor for Equal Opportunity and Compliance, Associate Vice Chancellor for Human Resources, Associate Deans, Directors and Department Chairs, and all other administrative staff in the University who have responsibilities in appointing, promoting and setting the salaries of University staff.

Responsibility for guiding and monitoring the thoroughness and effectiveness of efforts of schools and departments to employ more minorities and females for the faculty rests with the Provost. The Provost is the university's principal academic officer and is responsible for administering the academic operation of the University. The Provost exercises the primary responsibility in the goal-setting process. The Provost has the responsibility for reviewing all recommended appointments to the faculty and all promotions within the faculty. The Provost is responsible for ensuring that the necessary employment-related reports are completed which pertain to all academic appointments. The Provost has the authority to require the schools and departments to comply with the equal opportunity policies of the University. But most important, the Provost has the responsibility for ensuring that the academic programs of the University are successful and that equitable treatment of applicants and current faculty in the academic area and the goals of equal opportunity are achieved concurrently.

The faculty shares this responsibility with respect to faculty appointments and promotions. The faculty has a vital role in making the decisions pertaining to faculty employment.

The responsibility for oversight of EPA non-faculty lies with the Vice Chancellor for Workforce Strategy, Equity and Engagement. In these instances, they also have the primary responsibility for achieving the ends of equal opportunity with respect to EPA non-faculty as well as the faculty. The other senior administrative officers who report to the Chancellor have similar responsibility with respect to the EPA non-faculty within their units.

Departments are responsible and accountable together with the Equal Opportunity and Compliance Office, the Office of Human Resources and the University administration for meeting University goals which are designed to eliminate the under-utilization of minority, female, veteran, and individuals with disabilities and the barriers to equal opportunity that cause this under-utilization, and for compliance with University and State employment policies and procedures.

In the case of staff employees, it is the responsibility of the Office of Human Resources to act in effective support of the equal opportunity goals and programs by carrying out various administrative activities in coordination with the Equal Opportunity and Compliance Office.

C. Equal Opportunity Advisory Committee

The Equal Opportunity Advisory Committee advises and assists the Equal Opportunity and Compliance Office with the effective performance of the duties of the office and provides an independent, informed, and concerned voice with respect to the achievement of the goals of equal opportunity. The views of minorities, females, veterans, and individuals with disabilities are fully represented on this Committee.

Members of the Equal Opportunity Advisory Committee provide an independent, informed, and concerned voice with respect to achievement of the goals of equal opportunity. The Committee meets as needed depending on the work that needs to be accomplished.

D. Departmental Equal Opportunity Officers

Another factor in implementing the **Plan** is the designation in each department of a person, called the Equal Opportunity Officer, who is responsible for seeing that the requirements of the University are carried out in that department. The Equal Opportunity Officer is a person designated by the department head and may not be the department head. In academic departments, the Equal Opportunity Officer should be a senior faculty member. In the case of large departments, a chair may designate more than one person to serve as Equal Opportunity Officer. The Equal Opportunity Officer must be familiar with the **Plan**, committed to its goals, and willing and able to devote sufficient time to the responsibilities of the position. Such a person at the department level makes possible two-way communication and visibility. These officers, appointed at the request of the Chancellor and by the principal administrative officers in the respective units, will work with members of the department, the department staff, the appropriate dean, director or department chair and the EO/Disability Coordinator to implement and monitor compliance with the policies and procedures in the **Plan**.

Should the departmental Equal Opportunity Officer or departmental Human Resources Representative perceive difficulties or deficiencies in compliance at any stage of the recruitment and hiring process, they should consult directly with their designated Employment Consultant, Sr. Director of Employment & Staffing, Sr. Director of Classification & Compensation or University EO/Disability Coordinator. Moreover, should Office of Human Resources staff and/or University EO/Disability Coordinator become aware of serious deficiencies in the selection process, they may request review by the academic officer next in line to whom the head of the appointing department reports.

Within the framework of the University's established staff employment procedures, departments have day-to-day responsibility, shared with the Office of Human Resources, for ensuring that employment decisions are made in accordance with the University's Equal Opportunity policy. When the selection document, including an Equal Opportunity Statement, is submitted to the Office of Human Resources, it shall contain an assurance from the department representative as to whether, at each stage of recruitment and selection, that process has conformed to the principles and objectives of the **Plan**.

IV. Responsibility for Establishing Procedures for Employment

The University has established procedures for two groups of employees:

- Subject to State Personnel Act Employees (SPA Employees)
- Exempt from State Personnel Act Employees (EPA Employees)

A. Procedures for SPA Employment

The responsibility for designing the reporting forms, procedures and schedules, and for devising the methods of review of the reports and of the results achieved through equal opportunity programs undertaken, is that of the University EO/Disability Coordinator, Sr. Director of Employment and Staffing, Sr. Director of Classification & Compensation and the senior administrative officers.

Among the most important responsibilities of the EO/Disability Coordinator in monitoring the administration of the **Plan** is the scrutiny of the search process. The timing and nature of affirmative action in the initial hiring of SPA staff is crucial to the success of the **Plan** in employment generally. Affirmative action efforts should help to assure that recruiting and advertising efforts, both formal and informal, reach the widest possible number of potentially qualified and interested minority, female, individuals with disabilities and veteran candidates.

For this reason, Human Resources staff complete a Recruitment Plan (HR96 – Part 1) for each SPA position recruited which includes information about the vacant position, information on where the position was advertised above and beyond the Office of Human Resources website, what special efforts were made

to identify minority, female, individuals with disabilities and veteran candidates, and any other information evidencing a thorough search plan. The affirmative action process is structured so the Departmental Equal Opportunity Officer and/or the Office of Human Resources can comment before key decisions are made, so that his or her advice may be considered in a timely fashion prior to any step in a particular selection process that will otherwise exclude from further consideration a substantial portion of the candidates who are minorities, females, veterans, or individuals with disabilities.

B. Procedures for EPA Employment

Among the most important responsibilities of the EO/Disability Coordinator, in monitoring the administration of the **Plan**, is the scrutiny of the EPA search process.

The timing and nature of affirmative action in the initial hiring of tenure track faculty is crucial to the success of equal employment opportunity in faculty employment. Affirmative action efforts should help to assure that recruiting and advertising efforts, both formal and informal, reach the widest possible number of potentially qualified and interested minority, female, individuals with disabilities and veteran candidates.

For this reason, the EO/Disability Coordinator requires submission of a Recruitment Plan which must include a description of each vacant faculty or EPA non faculty position, information on where the position will be advertised, what special efforts will be made to identify minority, female, individuals with disabilities and veteran candidates, and any other information evidencing a thorough search plan.

The affirmative action process is structured so that the Equal Opportunity and Compliance Office can comment before key decisions are made, so that any proffered advice may be considered in a timely fashion. With regard to tenured or tenure-track faculty positions, equal employment opportunity plans should provide for consultation between the faculty members involved in the selection process (or his or her college, school, or departmental representative) and the Equal Opportunity and Compliance Office prior to any step in a particular selection process that will otherwise exclude from further consideration a substantial portion of the candidates who are minorities, females, individuals with disabilities and veteran candidates. Departmental Equal Employment Opportunity Officers are required to submit to the Equal Opportunity and Compliance Office an Interim Equal Opportunity document at the point at which the hiring department has identified the group of applicants from which those who are to be interviewed on campus will be selected. No candidate may be invited to campus for interview until the Equal Opportunity and Compliance Office has approved the Interim document. If, at this point, the Equal Opportunity and Compliance Office perceives a problem in the search process,

they will request a review by the academic officer next in line to whom the head of the appointing department reports. The last stage of the search process is the submission of the Final Equal Opportunity Document to the Equal Opportunity and Compliance Office at the time that the department is ready to recommend a candidate for appointment. Again, should the EO/Disability Coordinator perceive deficiencies in the search process, he or she will request a review by the appropriate academic officer.

The object of these procedures is not to substitute the EO/Disability Coordinator's judgment for the academic judgment of the faculty members in the hiring department, but rather to provide for timely consultation focusing on the following questions:

1. Have recruitment and solicitation efforts provided an adequate representation of minority, female, individuals with disabilities, and veteran candidates in light of what is known about their availability in the specific discipline?
2. Is it clear that any minority, female, individuals with disabilities, and veteran candidates who have been excluded from further consideration are less qualified than those who remain under consideration or the individual(s) recommended for appointment?

V. Identification of Potential Problem Areas (41 CFR 60-2.17(b))

In making an in-depth analysis of the University of North Carolina at Chapel Hill's total employment process, particular attention has been paid to those categories where minority groups and females may face impediments to equal employment opportunities. A detailed discussion of this subject is set forth in the Utilization Analysis section of the **Plan**.

It is important to recognize that the University's recruitment area has undergone a dramatic change in terms of population growth. The civilian labor force for the five counties in 2000 totaled 1,149,516 persons, and in 2013 it totaled 1,623,969 persons, a 4 percent increase. It is equally important to recognize that this **Plan** reflects the second time that the 2010 U.S. Census data will be used to calculate availability for SPA positions, and the first time that all part-time and temporary employees have been included in the **Plan**. These factors may reflect a dramatic change in the SPA and EPA workforce/availability analysis. The availability data for the recruitment area is adjusted for the number of qualified employees in each race and sex category that are considered promotable, transferable, and trainable within the organization to determine the recruitment area availability.

With the current changes to the total number employees reflected in the **Plan**, the number of minority Faculty overall has increased to 20.6% with a total of 818. Asians make up 10% (10.5) of the total Faculty, African Americans 5% (5.3) and Hispanics 4% (4.2). American Indians, Native Hawaiian and Other Pacific Islanders, and Two+ Race Faculty make up less than 1% (.7). Continued efforts will be made to increase the

representation of African Americans, Hispanics, American Indians and Native Hawaiian and Other Pacific Islanders Faculty. Female faculty account for 45% (45.4) of total faculty.

We are making efforts to increase the number of applicants for identified underrepresented minorities through the use of more targeted advertisements and outreach to minority groups.

An analysis of the employment practices and procedures of the University of North Carolina at Chapel Hill has revealed the following:

- A. The composition of the workforce in terms of the overall numbers of minority groups and females continues to reflect the University of North Carolina at Chapel Hill's strong commitment to equal employment opportunity.
- B. The University of North Carolina at Chapel Hill's intention is to examine periodically the workforce composition and to establish appropriate goals in order to improve the representation of minorities and females where impediments may exist.
- C. Goals are established when the population of females or minorities in a job group is significantly less than the determined availability. It is the University of North Carolina at Chapel Hill's intention to establish appropriate goals in order to improve the representation of females and minorities where disparities exist.
- D. The University of North Carolina at Chapel Hill has examined its total selection process, including position descriptions, job titles, application forms, interview procedures, referral procedures, the final selection process, training, compensation systems and employment activities. The result of this review has been to ensure that such employment practices are being uniformly applied without regard to age, color, disability, gender, gender expression, gender identification, genetic information, national origin, race, religion, sex, sexual orientation, or veteran status. The EO/Disability Coordinator is responsible for reviewing this selection process periodically to assure that any requisite qualifications are job-related and nondiscriminatory, and that all selection procedures are gender and race neutral.
- E. The University of North Carolina at Chapel Hill's physical facilities, sponsored recreation and social events and special programs, including educational assistance, are all applied and made available on a nondiscriminatory basis. The use of the University of North Carolina at Chapel Hill's facilities will not be permitted on any basis inconsistent with the University Policy Statement on Non-Discrimination. All new employees are advised that all employee benefits, salaries and benefit programs are administered in a totally nondiscriminatory fashion. The EO/Disability Coordinator is responsible for periodically

reviewing these employment areas to ensure that there is no such discrimination.

- F. Management desires to make the work environment in the University of North Carolina at Chapel Hill supportive of equal employment opportunity and has made efforts to obtain the views of the employees.

VI. The Development and Execution of Action-Oriented Programs (41 CFR 60-2.17(c))

The following action-oriented programs or procedures designed to further the University of North Carolina at Chapel Hill's commitment to equal employment opportunity are continuing:

A. Selection

The University of North Carolina at Chapel Hill continues to evaluate the entire selection process and to make every good faith effort to select persons according to ability and qualifications, while recognizing its commitment to take affirmative action to remove impediments to female and minority entrants. Recruitment sources are notified of the University of North Carolina at Chapel Hill's Policy Statement on Non-Discrimination. There is no department or job group in the University of North Carolina at Chapel Hill that is limited or closed to employees of a particular age, color, disability, gender, gender expression, gender identification, genetic information, national origin, race, religion, sex, sexual orientation, or veteran status. Further, to help bring about equal employment opportunity, the University of North Carolina at Chapel Hill analyzes all selection techniques and employment standards periodically and, where they are found to create a potential impediment for females or minorities, to revise them unless they are job-related. The Office of Human Resources provides a variety of course offerings in recruitment and selection and salary administration several times throughout the year, including: Applying Compensation in Career Banding; PeopleAdmin Training; HRIS Part I & II; Diversity Hiring; Interviewing Skills for Supervisors; and SPA Hiring—From Posting to Probation. Each of these classes stresses the importance of affirmative recruitment, equal opportunity and fair pay practices.

B. Recruitment

The University of North Carolina at Chapel Hill uses the following techniques to maintain a satisfactory flow of qualified minority and female applicants:

1. Recruitment Programs for SPA Employees

Continuing recruitment activities for staff employees may include the following:

- Posting the Staff Openings List daily on the on-line application system (PeopleAdmin) at www.jobs.unc.edu. The list is also posted at the Administrative Office Building, 104 Airport Drive each Wednesday by Employment & Staffing;
- Briefing sessions held with recruiting sources;
- Participating in Career Day programs offered at community colleges and technical schools, or at Job/Career Fairs sponsored by recruiting sources, community organizations and other area employers;
- Periodically contacting community organizations such as the Division of Employment Security, Triangle Industry Liaison Group (TILG), Orange County Chamber of Commerce as well as organizations for veterans and individuals with disabilities;
- Providing the www.jobs.unc.edu URL to other agencies, such as the Division of Employment Security, the University of North Carolina-General Administration, and the Office of Human Resources to establish links between the websites;
- Providing collateral materials such as a recruitment tri-fold and marketing items to agencies, minority groups, and community organizations;
- Placing advertisements, as appropriate, in diversity recruiting sources such as the *Diverse Issues in Higher Education* and the *INSIGHT into Diversity*, as well as widely circulated daily newspapers such as the *News and Observer*, *Durham Herald/Sun* and *Burlington Times*; cross-posting on Monster.com and Careerbuilder.com partner diversity sites;
- Contacting representatives of vocational rehabilitation offices. Employment and Staffing tracks referrals for SPA positions via Excel spreadsheet. Applications will be reviewed and referred if minimum qualifications are met; and
- Attending and networking at professional meetings including Chamber of Commerce and Triangle Industry Liaison Group (TILG) meetings.

2. Recruitment Programs for EPA Employees

Recruitment for faculty and EPA non-faculty positions may include:

- Advertising broadly as appropriate in national professional journals and newspapers, regional journals and newspapers and web based recruiting sources;
- Letters and announcements to other colleges and universities;
- Networking and interviewing at professional meetings;
- Special efforts to identify minority and female candidates through professional caucuses, organizations and schools with significant minority enrollments;
- Every effort is made to include minorities and females on search committees;
- Regular contacts with representatives of veteran’s groups, including the Division of Employment Security;
- All positions are posted automatically in UNC Employment Opportunities and Inside Higher Ed Jobs.com; and
- All advertisements include the statement:
“‘EOE/AA/Females/Minorities/Veterans/Individuals with Disabilities’.

C. Promotions

The University of North Carolina at Chapel Hill will periodically review its promotion criteria and procedures to ensure that promotional decisions are made without regard to age, color, disability, gender, gender expression, gender identity, genetic information, national origin, race, religion, sex, sexual orientation or veteran status. In an effort to maintain acceptable promotion rates for qualified minorities and females, the University of North Carolina at Chapel Hill utilizes the following procedures:

1. Providing job training, including such assistance as tuition reimbursement.
2. Providing an employee evaluation program.
3. Reviewing work specifications to ensure job-relatedness.
4. Reviewing promotional decisions and requiring such decisions to be justified on a non-discriminatory basis.

D. Training

The University of North Carolina at Chapel Hill’s Communication and Talent Development, in conjunction with Employment & Staffing, provides recruitment

and selection training to managers and supervisors on a scheduled basis through such courses as SPA Hiring: From Posting to Probation and other programs.

Courses sponsored by the Office of Human Resources, Communications and Talent Development also include a variety of cultural diversity programs: Diversity Hiring, Diversity in the Workplace, and Ethics in the Workplace. All workshops are free to UNC-Chapel Hill staff, managers and supervisors. Special training is available upon request from hiring departments and selection committees.

In addition, the Equal Opportunity and Compliance Office offers classroom training courses on Preventing Unlawful Harassment in the Workplace and the Americans with Disabilities Act (ADA). The Equal Opportunity and Compliance Office also offers required courses including Title IX Awareness and Violence Prevention for all UNC faculty and staff and Responsible Employees Training for all employees designated as “Responsible Employees” within the University. Search Committee training and PeopleAdmin training are also available to the entire University community.

Beginning in spring 2015, the Office of Human Resources is also launching the Blueprint for Engaged Supervision Training (BEST) program, which is a suite of professional development classes and learning opportunities designed to educate and motivate UNC’s “frontline” supervisory team. It is comprised of four mandatory core classes and three state mandated classes that include a combination of instructor-led and online delivery options. A variety of electives are also available. Participants will have six months to complete the mandatory program.

All educational and other training programs sponsored by the University are open to qualified employees without regard to of age, color, disability, gender, gender expression, gender identity, genetic information, national origin, race, religion, sex, sexual orientation or veteran status. Employees are encouraged to avail themselves of these benefits in response to a planned, continuing variety of communications from the Human Resources Communication and Talent Development Department. Educational leaves may be granted by the University for purposes that will tend to make its employees more valuable.

E. Facilities

The University of North Carolina at Chapel Hill continually makes certain that its facilities and university-sponsored social and recreational activities are not segregated, and actively encourages all employees to participate in any such university-sponsored events.

VII. Internal Audit and Reporting Systems (41 CFR 60-2.17(d))

The University of North Carolina at Chapel Hill's audit and reporting system is designed to:

- Measure the effectiveness of the **Plan**;
- Document employment activities;
- Identify problem areas where remedial action is needed; and
- Determine the degree to which the **Plan** goals and objectives have been obtained.

The following employment activities are reviewed to ensure non-discrimination and equal employment opportunity for all individuals:

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

Responsibility for monitoring, analyzing and evaluating the University's equal opportunity progress for EPA employees rests with the EO/Disability Coordinator and, for SPA employees, the Employment & Staffing and Classification & Compensation Department within the Office of Human Resources. The following data is reviewed as part of the internal audit process:

- Applicant flow and application referral data by race, sex, interview status and the action taken for individuals applying for job opportunities;
- Summary data of job offers and hires, promotions, resignations, terminations, and layoffs by job group, race and sex;
- Summary data of applicant flow by identifying, total applicants, total minority applicants, and total female applicants for each position; and
- Records pertaining to the University of North Carolina at Chapel Hill's compensation system.

The audit system includes periodic reports documenting the university's efforts to achieve its equal employment opportunity responsibilities. Annually the EO/Disability Coordinator and, for SPA employees, the Employment and Classification & Compensation Department within the Office of Human Resources, compiles and analyzes an extensive report covering all aspects of equal employment opportunity progress. Employment activity reports for SPA and EPA employees are included in Appendices A and B, respectively.

The matter of procedures employed and records kept in the course of recruitment, appointment, reappointment, and promotion activities of the schools and departments and of the officers and committees that review those actions are subject to continuing review and evaluation by the senior administrative officers of the University and by the EO/Disability Coordinator.

The EO/Disability Coordinator will meet with and keep senior administrative officers informed of developments in the entire equal employment opportunity area.

The University will, at appropriate intervals, re-examine the various aspects of its equal employment opportunity efforts. Should any instances of discrimination be discovered in such analyses, or by other available means, the appropriate University officials will take corrective action promptly.

VIII. Organizational Profile - as of September 30, 2014

A. SPA

The Organizational Profile of SPA employees is included as Appendix C.

B. EPA

The Organizational Profile of EPA employees is included as Appendix D.

IX. Job Group Analysis - as of September 30, 2014

A. SPA

The Job Group Analysis of SPA employees is included as Appendix E.

B. EPA

The Job Group Analysis of EPA employees is included as Appendix F.

X. Workforce Analysis - as of September 30, 2014

A. SPA

The Workforce Analysis for SPA employees is included in Appendix G.

B. EPA

The Workforce Analysis for EPA employees is included in Appendix H.

XI. Availability/Incumbency Analysis - as of September 30, 2014

A. SPA

The Availability/Incumbency Analysis for SPA employees is included in Appendix I.

B. EPA

The Availability/Incumbency Analysis for EPA employees is included in Appendix J.

XII. Placement Goals

A. SPA

Placement goals for the 2013 plan year for SPA employees are included in Appendix K.

B. EPA

Placement goals for the 2013 plan year for EPA employees are included in Appendix L.

Accomplishment of Prior Year Placement Goals

The University of North Carolina at Chapel Hill developed action-oriented programs designed to accomplish the established goals and objectives, thereby enhancing the employment and advancement opportunities for minorities and females. These efforts resulted in making significant progress toward attaining goals and objectives and strengthening the equal employment opportunity program overall. It is important to recognize that this is a transitional **Plan** year. The data contained in this plan reflects the first time that all part-time and temporary employees have been included in the **Plan**. These factors may reflect the inability to compare the prior year's placement goals with this year's data.

XIII. Equal Employment Opportunity Program for Individuals with Disabilities and Qualified Protected Veterans

A. Policy Statement

The University of North Carolina will not discriminate against any employee or applicant for employment because of a physical or mental disability or because he or she is a protected veteran in regard to any position for which the employee or applicant for employment is otherwise qualified. The University agrees to take affirmative action to employ, advance in employment and otherwise treat qualified individuals with disabilities and qualified veterans without discrimination based upon their disability or veteran's status in all employment practices. The University will recruit, hire train and promote persons in all job

titles, and ensure that all other employment actions are administered, without regard to disability or veteran's status; and ensure that all employment decisions are based only on valid job requirements.

In furtherance of this policy, the University prohibits retaliatory action against any employee or applicant for employment who makes a charge of employment discrimination, testifies, assists or participates in any manner at a hearing, proceeding, or investigation of discrimination in an employment complaint.

B. Review of Employment Processes

The University of North Carolina at Chapel Hill has reviewed its employment processes and determined that its present procedures are careful, thorough, and systematic in their consideration of the job qualifications of applicants and employees who are qualified veterans and individuals with disabilities. The University analyzes specific job qualifications every time there is a job vacancy to ensure that the qualification requirements do not tend to screen out individuals with disabilities or qualified veterans. This analysis is completed on an individual basis should an individual with disabilities or qualified veterans be excluded from an open position. All qualification requirements approved by the University are job-related or consistent with business necessity and the safe performance of the job.

C. Review of Physical and Mental Qualifications

The University reviews the physical and mental job qualification standards to ensure that, to the extent qualifications standards tend to screen out qualified individuals with disabilities or qualified protected veterans, they are job related for the position in question and are consistent with business necessity. All qualification requirements approved are job related or consistent with business necessity and the safe performance of the job.

D. Reasonable Accommodation to Physical and Mental Limitations

Per the ADA Reasonable Accommodations in Employment Policy, the University makes reasonable efforts to accommodate individuals with disabilities unless to do so would impose an undue hardship or change the essential functions of the position. The EO/Disability Coordinator, in consultation with other University offices, is responsible for ensuring that appropriate accommodations are available for employees or applicants for employment who self-identify.

E. Harassment Prevention

The University has procedures to ensure that its employees with disabilities are not harassed because of their disability. Employees with complaints alleging discrimination because of his or her disability and/or veterans' status are encouraged to utilize the Policy on Prohibited Discrimination, Harassment and

Related Misconduct and grievance procedure(s) currently in effect in the University.

Faculty and Non-Faculty employees or applicants should address their concerns to:

Equal Opportunity and Compliance Office
100 E. Franklin Street, Ste. 110
CB #9160
(919) 966-3576

Or to:

Employment & Management Relations
104 Airport Drive, CB #1045
(919) 843-3444

F. External Dissemination of the Policy

The University undertakes appropriate outreach and positive recruitment activities. All recruiting sources, including state employment agencies, state vocational rehabilitation agencies, organizations of or for individuals with disabilities and veteran service organizations are informed of the University's policy concerning the employment of qualified individuals with disabilities and qualified protected veterans and have been advised to actively recruit and refer qualified persons for job opportunities.

G. Internal Dissemination of the Policy

The University disseminates this policy internally as follows:

1. All employees are advised annually of the University's policy and encouraged to support it;
2. Inform all employees and prospective employees of its commitment to engage in affirmative action to increase employment opportunities for qualified individuals with disabilities and qualified protected veterans. The policy is included in employee orientation and management training programs; and
3. Applicants and employees who believe they are qualified individuals with a disability, or who are a qualified protected veteran are invited to identify themselves if they wish to benefit under this affirmative action program.

H. Audit and Reporting System

The University has designed and implemented an audit and reporting system that will:

1. Measure the effectiveness of the university's equal employment opportunity program;
2. Indicate any need for remedial action;
3. Determine the degree to which the university's objectives have been attained;
4. Determine whether employees identified as persons with a disability and qualified protected veterans have had an opportunity to participate in all university sponsored educational, training, recreational, and social events; and
5. Establish and communicate hiring goals when the population of veterans and individuals with disabilities in a job group is significantly less than the hiring benchmark.
6. Measure the University's compliance with the equal employment opportunity program's specific obligations. Take necessary action to bring the program into compliance where the program is found to be deficient.

I. Responsibility for Implementation

The EO/Disability Coordinator has overall responsibility for implementation of the University's equal opportunity and affirmative action programs. University senior administrators, supervisors and managers share responsibility for implementation of the **Plan**.

J. Training

All personnel involved in the recruitment, screening, selection, promotion, disciplinary, and related processes shall be trained to ensure that the commitments in the University's **Plan** and programs are implemented.

K. Outreach

It is the University of North Carolina at Chapel Hill's intention to establish appropriate goals in order to improve the representation of veterans and individuals with disabilities where disparities exist. Continued outreach activities for EPA employees include the following:

- Posting the Staff Openings List daily on the on-line application system (People Admin) at www.jobs.unc.edu.
- Briefing sessions held with recruiting sources;

- Participating in Career Day programs offered at community colleges and technical schools, or at Job/Career Fairs sponsored by recruiting sources, community organizations and other area employers;
- Periodically contacting community organizations such as the Division of Employment Security, Triangle Industry Liaison Group (TILG), Orange County Chamber of Commerce as well as organizations for veterans and individuals with disabilities.
- Periodically contacting and meeting with representatives from leading Black, Hispanic, American Indian and Women's organizations in the University's recruitment area (Alamance, Chatham, Durham, Orange and Wake counties);
- Attending and networking at professional meetings including Chamber of Commerce and Triangle Industry Liaison Group (TILG) meetings;
- Providing the www.jobs.unc.edu URL to other agencies, such as the Division of Employment Security, the University of North Carolina-General Administration, and the Office of State Human Resources to establish links between the websites.
- Providing collateral materials such as a recruitment tri-fold and marketing items to agencies, minority groups, and community organizations.
- Placing advertisements, as appropriate, in diversity recruiting sources such as the Diverse Issues in Higher Education and the INSIGHT into Diversity, as well as widely circulated daily newspapers such as the News and Observer, Durham Herald/Sun and Burlington Times; cross-posting on Monster.com and Careerbuilder.com partner diversity sites;
- Contacting Business Relations Representative from the NC Division of Vocational Rehabilitation Orange, Chatham and Lee Counties to develop a referral and follow-up process for applicants from this program. Maintain regular contacts with other representatives of vocational rehabilitation.
- Continued contact with additional representatives of vocational rehabilitation offices.