



THE UNIVERSITY
of **NORTH CAROLINA**
at **CHAPEL HILL**

2018 EQUAL EMPLOYMENT OPPORTUNITY PLAN

State Plan

For SHRA Employees

March 1, 2018 – February 28, 2019

UNC-CHAPEL HILL

Equal Opportunity and Compliance Office

137 E. Franklin Street, Suite 404

Chapel Hill, NC 27599

919-966-3576

<http://eoc.unc.edu>

I. Table of Contents

II. Chancellor’s Certification Statement4

III. State of North Carolina Equal Employment Opportunity Policy5

IV. University Overview, Mission and Purpose10

V. University Policy Statement on Non-Discrimination.....10

VI. University EEO/Diversity & Inclusion Achievements13

VII. Assignment of Responsibility, Accountability and Plan Administration15

 A. Chancellor’s Responsibilities15

 B. Equal Opportunity Officer16

 C. Equal Opportunity Advisory Committee18

 D. Responsibilities of Sr. Administrative Officers for Equal Opportunity18

VIII. Dissemination of the Equal Employment Opportunity Policy19

IX. Reasonable Accommodations (Disability & Religious)22

X. Responsibility for Establishing Procedures for SHRA Employment23

 A. Reporting and Monitoring23

XI. Equal Employment Opportunity Programs25

 A. EEO Program Area Goals25

 B. Recruitment25

 C. Selection40

 D. Onboarding42

 E. Job Structuring/Compensation42

 F. Training44

 G. Promotion Procedure47

 H. Performance Management47

 I. SHRA Hiring & Recruitment Policy48

 J. Transfer Opportunities52

 K. Disciplinary Processes54

 L. Other Types of Employment Separations56

 M. Grievance Policies57

N.	Internal Monitoring, Evaluation and Auditing System	59
XII.	Harassment Prevention Strategies	59
XIII.	Layoff (Reduction-In-Force) Guidelines (SHRA)	61
XIV.	Equal Employment Opportunity Planning	63
A.	Workforce/Labor Force Analysis	63
B.	Job Opening Estimates	64
C.	Identification and Correction of Issues	65
D.	Attainment of Previous Year Placement Goals	66
XV.	Specific Provisions Regarding Equal Employment Opportunity for Individuals with Disabilities and Protected Veterans	68

WORKFORCE CHARTS

- Chart 1 – SHRA Job Group Analysis as of October 31, 2017
- Chart 2 - SHRA Incumbency v. Estimated Availability Detail as of October 31, 2017
- Chart 3 - SHRA Incumbency v. Estimated Availability Summary as of October 31, 2017
- Chart 4 - SHRA Incumbency v. Estimated Availability as of October 31, 2017
- Chart 5 - SHRA Annual Placement Goals as of October 31, 2017
- Chart 6 – SHRA Organizational Display as of October 31, 2017
- Chart 7 – SHRA Workforce Analysis as of October 31, 2017
- Chart 8 - Job Opening Estimates for Occupations in Which Underutilization Occurs

ATTACHMENTS

- #1. Occupational Classifications – GA Job Group Classifications and Crosswalk
- #2. Race and Ethnicity Descriptions
- #3. EEO Quantitative Analysis Form/ Statistical Evaluation
- #4. OSHR Reduction in Force Policy

II. Chancellor's Certification Statement



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

CAROL L. FOLT
Chancellor

113 SOUTH BUILDING
100 EAST CAMERON AVENUE
CAMPUS BOX 9100
CHAPEL HILL, NC 27599-9100

T 919.969.1365
F 919.969.1847

Equal Employment Opportunity/Affirmative Action Plan Certification Statement

This certifies that the attached Equal Employment Opportunity/Affirmative Action Plan represents commitment of the University of North Carolina at Chapel Hill to providing equal employment opportunities to applicants and employees without regard to race, religion, color, national origin, sex, age, political affiliation, genetic information, or disability. I attest that the University of North Carolina at Chapel Hill follows the North Carolina Equal Employment Opportunity Policy effective June 1, 2015 along with all applicable federal and state laws governing equal employment opportunities.

Agency Head/University Chancellor Signature

2/23/18

Date

EEO/AA Officer Signature

2/23/2018

Date

1/23/17

III. State of North Carolina Equal Employment Opportunity Policy

Office of State Human Resources

Effective Date: June 1, 2015

Policy

Coverage

Veterans

Office of State Human Resources Responsibilities

Agency, Department and University Responsibilities

Complaint Process

Definitions

Policy

The State of North Carolina recognizes that an effective and efficient government requires the talents, skills and abilities of all qualified and available individuals, and seeks opportunities to promote diversity and inclusion at all occupational levels of State government's workforce through equal employment opportunity (EEO) workforce planning initiatives. The State is committed to ensuring the administration and implementation of all human resources policies, practices and programs are fair and equitable without unlawful discrimination, harassment or retaliation on the basis of race, religion, color, national origin, sex (including pregnancy), age (40 or older), political affiliation, genetic information, or disability, except where age, sex, or physical requirements constitute bona fide occupational qualifications. State agencies, departments and universities shall be accountable for administering all aspects of employment, including hiring, dismissal, compensation, job assignment, classification, promotion, reduction-in-force, training, benefits and any other terms and conditions of employment in accordance with federal and State EEO laws.

See the Unlawful Workplace Harassment policy in Section 1 of the State Human Resources Manual for provisions related to unlawful harassment, including sexual harassment, and retaliation.

Coverage

Individuals protected by provisions of this policy are:

1. current employees;
2. former employees; and
3. job applicants

Veterans

Job discrimination of veterans shall be prohibited and affirmative action shall be undertaken to employ and advance in employment eligible veterans in accordance with Article 13 of G.S. 126 and G.S. 128-15.

See the Veterans Preference policy in Section 2 of the State Human Resources Manual for provisions related to veteran's preference including the employment and advancement of protected veterans.

Office of Human Resources Responsibilities

The Office of State Human Resources (OSHR) shall:

1. establish the EEO Plan Requirements and Program Guidelines in accordance with federal and state laws to be followed by all agencies, departments and universities, to ensure commitment to and accountability for equal employment opportunity throughout State government;
2. review, approve and monitor all EEO plans and updates;
3. provide services of EEO technical assistance, training, oversight, monitoring, evaluation, support programs, and reporting to ensure that State government's work force is diverse at all occupational levels;
4. develop and promote EEO programs and best practices to encourage consistent and fair treatment of all State employees;
5. meet with agency heads, department heads, and university chancellors, Human Resources Directors and EEO Directors/Officers annually to discuss the progress made toward reaching program goals; and
6. Provide a report annually to the Human Resources Commission and the Governor on the EEO Plans and progress by agencies, departments, universities and state government.

Agency, Department and University Responsibilities:

Each Agency Head, Department Head and University Chancellor shall:

1. adhere to the policies and programs that have been adopted by the State Human Resources Commission and approved by the Governor;
2. ensure the agency, department or university's commitment to EEO is clearly communicated to all employees;
3. ensure that Human Resources policies and employment practices are implemented consistently and fairly;
4. designate an EEO Officer/Director who has access to the agency head, department head or university chancellor to be responsible for the operation and implementation of the EEO Plan;

5. provide the necessary resources to ensure the successful implementation of the EEO Program;
6. ensure each manager and supervisor has, as a part of his or her performance plan, the responsibility to comply with EEO laws and policies, and assist in achieving EEO goals established by the agency, department or university;
7. ensure the EEO Plan is designed in accordance with the EEO Plan Requirements and Program Guidelines as specified by the Office of State Human Resources;
8. ensure the EEO Plan is submitted by March 1st of each year to the Office of State Human Resources for review and approval as required by G.S. 126-19;
9. ensure all employees are made aware of the EEO policy including the Unlawful Workplace Harassment Policy found in Section 1 of the State Human Resources Manual;
10. develop strategies to prevent unlawful workplace harassment and retaliation in the workplace;
11. ensure required employee notices describing Federal laws prohibiting job discrimination are posted in work locations where notices to applicants and employees are customarily posted and easily accessible to applicants and employees with disabilities;
12. maintain records of all complaints and grievances alleging discriminatory practices; and
13. ensure all newly hired, promoted, or appointed supervisors and managers complete required EEO training in accordance with G.S. 126-16.1. See the Equal Employment Opportunity Institute policy located in Section 1 of the State Human Resources Manual for information related to EEO training.

Complaint Process

An individual covered by this policy who is alleging unlawful discrimination may file a complaint following the process outlined in the Employee Grievance Policy located in Section 7 of the State Human Resources Manual. For the purpose of this policy, political affiliation is not a protected classification under federal EEO law but may be grieved pursuant to G.S. 126-34.02 as a contested case after completion of the agency grievance procedure and the Office of State Human Resources review.

Definitions

“Age Discrimination” – The Age Discrimination in Employment Act of 1967 forbids employment discrimination on the basis of age against individuals who are age 40 or older.

“Bona Fide Occupational Qualification” (BFOQ) - A BFOQ is any requirement which is job-related and necessary for the performance of the job. Age, sex or physical requirements may be considered if they constitute a BFOQ necessary for job performance in the normal operations of the agency. Such standards are reasonably necessary for the

specific work to be performed and are uniformly and equally applied to all applicants for the particular job category. Whether such a requirement is a BFOQ will depend on the facts in each case. This exemption will be construed very narrowly and the agency, department or university will have the burden of proving the exemption is justified. To establish age, sex or physical requirements as a BFOQ, it will be necessary to submit a recommendation to the Office of State Human Resources, setting forth all facts and justification as to why the requirement should be considered as a reasonable employment factor in each of the classifications in question.

“Disability Discrimination” – The Americans with Disabilities Act of 1990 (ADA) and the Americans with Disabilities Act Amendments Act of 2008 (ADAAA) prohibits discriminatory treatment of a qualified individual who has a physical or mental impairment that substantially limits one or more major life activities, has a history (or record) of such an impairment, or is regarded as having such an impairment that is not transitory (lasting or expected to last six months or less) or minor. In addition, the law protects covered individuals from discrimination based on their known relationship (or association) with an individual with a disability (even if they themselves do not have a disability).

Refer to the Reasonable Accommodation policy in Section 1 of the State Human Resources Manual for information on how to request and process requests for accommodations for covered individuals with disabilities.

“Genetic Information Discrimination” - The Genetic Information Nondiscrimination Act of 2008 (GINA) is a federal law which prohibits discrimination in the terms and conditions of employment against covered individuals based on their genetic information. Genetic information is:

- an individual’s genetic tests (including genetic tests done as part of a research study);
- genetic tests of the individual’s family members (defined as dependents and up to and including 4th degree relatives);
- genetic tests of any fetus of an individual or family member who is a pregnant woman, and genetic tests of any embryo legally held by an individual or family member utilizing assisted reproductive technology;
- the manifestation of a disease or disorder in family members (family history); and
- any request for, or receipt of, genetic services or participation in clinical research that includes genetic services (genetic testing, counseling, or education) by an individual or family member.

“National Origin Discrimination” – Title VII of the Civil Rights Act of 1964 prohibits unfavorable treatment of covered individuals because he or she is from a particular country or part of the world, because of ethnicity or accent, or because he or she appears to be of a certain ethnic background (even if he or she is not). In addition, the law covers individuals who are married to (or associated with) an individual of a certain national origin or because of their connection with an ethnic organization or group.

“Pregnancy Discrimination” – The Pregnancy Discrimination Act of 1978 prohibits unfavorable treatment of a covered individual because of pregnancy, childbirth, or a medical condition related to pregnancy or childbirth.

“Race/Color Discrimination” – Title VII of the Civil Rights Act of 1964 forbids unfavorable treatment of covered individuals because he or she is of a certain race or because of personal characteristics associated with race (such as hair texture, skin color, or certain facial features). Color discrimination involves treating an individual unfavorably because of skin color. In addition, Title VII protects covered individuals from discrimination because the individual is married to (or associated with) an individual of a certain race or color or because of an individual’s connection with a race-based organization or group, or an organization or group that is generally associated with people of a certain color.

“Religious Discrimination” – Title VII of the Civil Rights Act of 1964 forbids unfavorable treatment of covered individuals because of his or her religious beliefs. The law protects not only the people who belong to traditional, organized religions (such as Buddhism, Christianity, Hinduism, Islam, and Judaism), but also others who have sincerely-held religious, ethical or moral beliefs. In addition, Title VII protects an individual who is married to (or associated with) an individual of a particular religion or because of his or her connection with a religious organization or group. The agency, department, or university must reasonably accommodate an employee’s religious beliefs or practices, unless doing so would cause unreasonable difficulty or expense for the agency, department or university. This would include making reasonable adjustments at work that will allow the employee to practice his or her religion.

“Sex-Based Discrimination” – Title VII of the Civil Rights Act of 1964 forbids unfavorable treatment of covered individuals because of that individual’s sex. In addition, the law protects an individual because of his or her connection with an organization or group that is generally associated with people of a certain sex. The Equal Pay Act of 1963, as amended, prohibits sex discrimination in the payment of wages to women and men performing substantially equal work, in jobs that require equal skill, effort, and responsibility, under similar working conditions, in the same establishment.

IV. University Overview, Mission and Purpose

The University of North Carolina at Chapel Hill, the nation's first public university, serves North Carolina, the United States, and the world through teaching, research, and public service. The University embraces an unwavering commitment to excellence as one of the world's great research universities. Situated in the beautiful college town of Chapel Hill, North Carolina, UNC has earned a reputation as one of the best universities in the world. Carolina prides itself on a strong, diverse student body, academic opportunities not found anywhere else, and a value unmatched by any public university in the nation.

Now in its third century, the University offers 77 bachelor's, 111 master's, 65 doctorate and seven professional degree programs through 14 schools and the College of Arts and Sciences. More than 29,000 undergraduate, graduate and professional students learn from a faculty of 3,887. Every day, faculty, staff and students shape their teaching, research and public service to meet North Carolina's most pressing needs in all 100 counties. Carolina's 322,000 alumni live in all 50 states and more than 165 countries.

The mission is to serve as a center for research, scholarship, and creativity and to teach a diverse community of undergraduate, graduate, and professional students to become the next generation of leaders. Through the efforts of exceptional faculty and staff, and with generous support from North Carolina's citizens, the University invests its knowledge and resources to enhance access to learning and to foster the success and prosperity of each rising generation. The University also extends knowledge-based services and other resources of the University to the citizens of North Carolina and their institutions to enhance the quality of life for all people in the State.

V. University Policy Statement on Non-Discrimination

The University is committed to providing an inclusive and welcoming environment and to ensuring that educational and employment decisions are based on individuals' abilities and qualifications. Consistent with these principles and applicable laws, it is therefore the University's policy not to discriminate on the basis of age, color, disability, gender, gender expression, gender identity, genetic information, national origin, race, religion, sex, sexual orientation or veteran status as consistent with the University's Policy on Prohibited Discrimination, Harassment and Related Misconduct. No person, on the basis of protected status, shall be excluded from participation in, be denied the benefits of, or be subjected to unlawful discrimination, harassment, or retaliation under any University program or activity, including with respect to employment terms and conditions. Such a policy ensures that only relevant factors are considered and that equitable and consistent standards of conduct and performance are applied.

Procedures

Any University unit that publishes materials that contain the University's Policy Statement on Non-Discrimination should include all bases of non-discrimination (age, color, disability, gender, gender expression, gender identity, genetic information, national origin, race, religion, sex, sexual orientation, or veteran status) in that material, as follows:

For educational materials:

The University of North Carolina at Chapel Hill is committed to equality of educational opportunity. The University does not discriminate in offering access to its educational programs and activities on the basis of age, color, disability, gender, gender expression, gender identity, genetic information, national origin, race, religion, sex, sexual orientation, or veteran status. The Equal Opportunity and Compliance Office (137 E. Franklin Street, Suite 404, CB #9160, Chapel Hill, NC 27599-9160 or (919) 966-3576) has been designated to handle inquiries regarding the University's non-discrimination policies.

For employment materials:

The University is an equal opportunity, affirmative action employer and welcomes all to apply without regard to age, color, gender, gender expression, gender identity, genetic information, national origin, race, religion, sex, or sexual orientation. We also encourage protected veterans and individuals with disabilities to apply.

Related Statutes and Policies

- Title II of the Genetic Information Nondiscrimination Act of 2008
- Title IV of the Civil Rights Act of 1964
- Title VI of the Civil Rights Act of 1964
- Title VII of the Civil Rights Act of 1964
- Title IX of the Education Amendments Act of 1972
- Age Discrimination Act of 1975
- Age Discrimination in Employment Act of 1967
- Rehabilitation Act of 1973
- Americans with Disabilities Act of 1990
- Vietnam Era Veterans Readjustment Act of 1974
- Equal Pay Act of 1963
- Executive Order 11246
- Executive Order 13672
- Policy on Prohibited Discrimination, Harassment and Related Misconduct available at (<http://policies.unc.edu/files/2013/04/PPDHRM.pdf>)
- Policy on Non-Discrimination for Student Organizations available at (<http://policies.unc.edu/policies/student-org-dondiscrim/>)
- Policy on Non-Discrimination for Program Participants available at (<http://policies.unc.edu/files/2013/10/PNPP.pdf>)
- ADA Reasonable Accommodations in for Employees, Applicants and Visitors Policy Employment Policy available at <http://policies.unc.edu/policies/ada/> (<http://policies.unc.edu/files/2013/05/ADA-Reasonable-Accommodations.pdf>)
- SHRA Grievance Policy available at http://northcarolina.edu/sites/default/files/documents/final-university_shra_employee_grievance_policy-eff-2016-02-01.pdf)

- EHRA Non-Faculty Grievance Policy available at (<http://hr.unc.edu/policies-procedures-systems/epa-non-faculty-employee-policies/dispute-resolution-and-grievance/epa-non-faculty-grievance-policy-of-the-university-of-north-carolina-at-chapel-hill/>)
- Faculty Grievance Procedures available at (<http://faccoun.unc.edu/faculty-code-and-policies/procedures-for-the-faculty-grievance-committee/>)
- Post-Doctoral Scholar Policy available at (<http://research.unc.edu/files/2013/06/Postdoctoral-Scholar-Policy-April-2013-Version-00065688.pdf>)

Contacts

Any inquiries regarding the University's non-discrimination policies should be brought to the attention of one of the following administrators:

Discrimination in employment or educational programs and activities:

Becci Menghini
 University EO/Disability Coordinator and Senior Associate Vice Chancellor
 Workforce, Strategy, Equity and Engagement
 137 E Franklin St., Ste. 404, CB# 9160
 Chapel Hill, NC 27599-9160
 919-966-3576

Brandon Washington
 Equal Opportunity Officer and Director, Equal Opportunity and Compliance
 137 E Franklin St., Ste. 404, CB# 9160
 Chapel Hill, NC 27599-9160
 919-966-7545

Sex discrimination in educational programs and activities:

Adrienne Allison
 Director of Title IX Compliance/Title IX Compliance Coordinator
 137 E Franklin St., Ste. 23,
 Chapel Hill, NC 27599-9160
 919-445-1577

The University's Counseling and Psychological Services (919-966-3658) and the Ombuds Office (919-843-8204) are available to provide confidential assistance to students. The University's Ombuds Office (919-843-8204) is also available to provide confidential assistance to faculty and staff. Employees may also seek help through the Employee Assistance Program (877-314-5841). Inquiries concerning the application of non-discrimination laws may be referred to the University officials listed above or to the Office for Civil Rights, United States Department of Education. For further information about OCR and its jurisdiction, visit <http://www2.ed.gov/about/offices/list/ocr/index.html> or call 1-800-421-3481. If you need assistance in reviewing materials or have additional questions about this Policy, please contact the Equal Opportunity and Compliance Office (919-966-3576).

Document History

- *Effective Date: October 2005*
- *Last Revised Date: April 2016*

VI. University EEO/Diversity & Inclusion Achievements

The Equal Opportunity and Compliance Office and Office of Human Resources are committed to making sure that employment decisions are based on skill and ability, and that qualified applicants and employees have equal opportunities for recruitment, selection, and advancement at Carolina. The office oversees these responsibilities through its development and management of the EEO Plan; implementation of EEO Data Forms process for the collection of required disability, ethnicity/race, gender and veteran status information; management of the recruitment waivers process; implementation and management of the search committee training; and facilitation of the on-site Equal Employment Opportunity and Diversity Fundamentals (EEODF) training.

Campus units engaged in various strategies to advance and achieve the University's diversity goals, and to ensure that all in our campus community feel welcomed, included and supported. Several ideas and recommendations served as a "best practices" template for schools, divisions and departments.

Several of the University's Schools feature the unit's diversity and equal opportunity statements, activities and initiatives on websites, publications and through other outlets. For example:

- **The School of Information and Library Sciences (SILS)** published a statement of diversity on a separate webpage on their website. The statement affirms that SILS embraces diversity as an ethical and social value and commits to preparing graduates to be leaders in a multicultural society by integrating diversity into the curriculum and research, recruiting underrepresented students, faculty, and staff, and participating in outreach to underserved groups.
- The **School of Social Work** publicized their commitment to diversity in their magazine, Contact. The magazine highlights SSW's diversity-related research and news, and regularly features diverse faculty and students. SSW also held a panel on supporting LGBTQI identities in the workplace.
- The **School of Nursing** showcased their commitment to diversity with the Pauline W. Brown Diversity Scholarship Award, which was awarded to an undergraduate or graduate student who used the lens of race/ethnicity, class, gender, sexuality and culture to investigate the contributions of women and men of all colors to society, history, culture or thought. The School of Nursing also produced a quick fact sheet with data on the diversity of faculty, students, and staff.
- The **College of Arts and Sciences** highlighted the achievements of minority faculty, staff and students on the front page of their diversity website (<http://college.unc.edu/diversity/>). In the 2015-2016 year, the College featured more than 70 such stories, publicizing the racial and gender composition of minority students, faculty and staff. They also have 34 active department diversity liaisons. The

diversity liaisons for physics and astronomy, biology, and chemistry had taken a leading role in developing trainings on unconscious bias in graduate admissions and faculty searches. In addition, the Dean's Faculty Advisory Committee on Diversity was established to advise the Dean on all matters of diversity and help the Dean develop a five-year plan for key initiatives around diversity and inclusion. The key initiatives include conducting a course inventory to identify intersections and course content on topics of diversity and inclusiveness; calling for a "supercourse" on topics of diversity and inclusiveness to be developed and taught in the College in spring 2017; and organized a series of faculty diversity workshops known as Understanding Differences during the spring and summer of 2016. Diversity messages from Dean and Director of Faculty Diversity Initiatives, signaled that the creation of an inclusive culture in the College was one of the highest priorities of the dean and his senior administration.

- The Dean's Council at the **Gillings School of Global Public Health**, composed of all department chairs, deans and directors plus student government leadership, rewrote the School's mission and values statements to more clearly reaffirm their commitment to diversity and inclusion, and took the lead in the process of refreshing their measures and setting quantitative benchmarks for diversity and inclusion. Department chairs and senior administrators reported their efforts and outcomes in advancing diversity and inclusion in annual reports. The Dean participated in an annual, student-led Minority Health Conference with more than 800 participants in attendance, including faculty and staff.

Carolina Public Health Magazine, published by the Gillings School of Global Public Health, focuses on research and practices aimed at reducing health disparities and improving health outcomes in vulnerable populations. It also frequently features diverse faculty, staff, and students. Additionally, it showcases initiatives, programs and research projects or opportunities, and highlight the achievements of minority students, faculty and staff

- The **School of Government** publicized their commitment to diversity on their website, noting how their commitment to diversity fits into their overarching mission to improve the lives of North Carolinians. The Dean wrote a public blog post on the School's statement of commitment to diversity. The Dean also asked the SOG's Diversity Committee to write a statement highlighting the focus on creating a culture of inclusion, recruiting and hiring a diverse workforce, and welcoming diverse experiences and views in the School's teaching, writing, and advising. The Opening Access Working Group included over 70 administrators, faculty members and students who represented a wide array of units dealing directly with underserved student populations. Among these units were Academic Counseling, Accessibility Resources and Service, the American Indian Center, Diversity and Multicultural Affairs, Housing and Residential Education, the LGBTQ Center, and Scholarships and Student Aid. The working group met twice a year to shape programming and share information about best practices and/or progress of diversity and inclusion.

- The **School of Social Work** had a standing Diversity Committee and an organization known as the Race Inclusion Social Justice Initiative. The Diversity Committee, composed of faculty, staff, and students, met on a monthly basis to develop diversity education and awareness events for the School. The Race Inclusion Social Justice Initiative, also composed of students, faculty, and staff, highlighted issues of race and social justice and created supportive forums for dialogue on emerging race and social justice issues within the School, University, and the greater community.
- In the **School of Media and Journalism**, the Diversity and Inclusion Committee collected demographic information for the School's various committees, the Dean's Cabinet, and faculty and staff meetings to identify areas where cross-group learning and interaction or strategic goals setting were needed.
- The **Cecil G. Sheps Center for Health Services Research** had a growing program on the healthcare workforce that addressed diversity in that population.
- The **North Carolina Botanical Garden** incorporated a commitment to diversity into their overall mission and core values (<http://ncbg.unc.edu/mission-and-history/>). The North Carolina Botanical Garden offered programs to showcase diverse cultures, such as programs on Native American relationships to gardens and the linkages between natural resources and African-American history.
- **Carolina Seminars** participated in a collaboration with the Parr Center and the Institute of African-American Research to sponsor a special problem-focused seminar on racial literacies.

VII. Assignment of Responsibility, Accountability and Plan Administration

A. Chancellor's Responsibilities

The UNC Chapel Hill Chancellor is responsible for adhering to the policies and programs that have been adopted by the State Human Resources Commission and approved by the Governor; designating an EEO Officer who is responsible for the operation and implementation of the EEO Plan and providing the applicable access to the EEO Officer regarding the aforementioned responsibilities; ensuring that institutional goals of "Compliance & Integrity" performance measures are included in all SHRA employee performance plans; communicating the university's commitment to equal employment opportunity to the campus community; providing the necessary resources to ensure the successful implementation of UNC Chapel Hill's EEO program; and ensuring the development and implementation of HR policies, procedures, and programs necessary to achieve a diverse workforce in each occupational category.

B. Equal Opportunity Officer

The Equal Opportunity Officer responsibilities, related to the **Plan**, include the following:

1. To continuously monitor the administration of the **Plan** and ensure its submission by March 1;
2. To help devise systems for the implementation of the **Plan** and the achievement of all program goals, including forms and procedures for the continuous reporting and monitoring of appointment, promotion, and salary actions;
3. Provide oversight in assurance that all employees are made aware of and have access to the Annual EEO Plan, EEO Policy, Reasonable Accommodation Policies, and Policy on Prohibited Discrimination, Harassment and Related Misconduct and develop strategies to prevent unlawful harassment and retaliation in the workplace;
4. To advise and assist the Vice Chancellor, Workforce Strategy, Equity, and Engagement and senior administrative officers with respect to equal opportunity matters;
5. To receive and maintain 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 identity, 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;
6. To identify problems with respect to the implementation of the **Plan**;
7. To keep the members of the University community informed of the progress and problems in the administration of the **Plan**;
8. To evaluate the effectiveness of the **Plan**; including analyzing and maintaining workforce data;
9. To serve as the University's liaison with the U.S. Departments of Labor, the United States Department of Education, the Equal Employment Opportunity Commission and other appropriate federal agencies with respect to equal employment opportunity matters;
10. To develop and facilitate training on state and federal EO laws and regulations, the **Plan**, harassment and discrimination prevention and reasonable accommodations for religion and individuals with disabilities;

11. To be a point of contact for organizations representing women, minorities, veterans, and individuals with disabilities;
12. To collaborate with EEO and Diversity & Inclusion special interest groups and coordinate special programs to enhance outreach and retention efforts of minorities, women, veterans and individuals with disabilities;
13. To meet with senior administrative officers and keep them informed of developments in all applicable equal opportunity areas including **Plan** goals and program objectives;
14. Ensure federal laws prohibiting job discrimination are posted in work locations where notices to applicants and employees are customarily posted and easily accessible to applicants and employees with disabilities;
15. Ensure that all newly hired, promoted, or appointed supervisors and managers are made aware of their responsibility to complete the required EEO training, while significantly increasing the participation and completion rate of all current supervisory and management SHRA staff;
16. To serve as a consultant in all internal University EO related matters; and
17. To advise the Vice Chancellor, Workforce Strategy, Equity, and Engagement concerning any needed revision(s) to the **Plan**.

Among the most important responsibilities of the Equal Opportunity Officer in monitoring the administration of the **Plan** is providing underrepresentation analysis information and consultation, outreach, training and monitoring of the recruitment process for compliance to equal employment opportunity regulations. The timing and nature of affirmative action in the initial hiring of SHRA staff is crucial to the success of the **Plan**. 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, women, veteran, and individuals with disabilities applicants.

For this reason, Office of Human Resources staff complete a Commitment file for each SHRA position recruitment which includes information about the vacant position, where the position was advertised beyond the Office of Human Resources (OHR) website, what special efforts were made to identify minority, women, veteran and individuals with disabilities applicants, and any other information evidencing a thorough search was conducted. The affirmative action process is structured so the Departmental EO approver and/or Employment & Staffing, and Classification & Compensation staff 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 applicants who are minorities, women, veterans or individuals with disabilities.

C. Equal Opportunity Advisory Committee

Prior to January 2017, the leadership of the Equal Opportunity and Compliance Office served in an extended interim capacity; accordingly, the Equal Opportunity Advisory Committee did not meet during the past **Plan** year. However, plans are in place to renew and advance the mission of the Equal Opportunity Advisory Committee, who will meet on an annual basis. The Committee will advise and assist 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, women, veterans and individuals with disabilities will be fully represented on the Committee. The Committee will meet to review, advise, and revise equal employment opportunity related policies, programs and practices based on the information gathered from the Committee and other University constituents. They will also serve as a communication link between management, employees and the Equal Opportunity Officer, regarding the Equal Employment Opportunity Program. . The Committee will also identify additional recruitment sources and other activities designed to strengthen the EO program. Once appointed, all members will attend the EEODF training, if they have not already done so.

D. Responsibilities of Sr. Administrative Officers for Equal Opportunity

The Equal Opportunity and Compliance Office 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, women, veterans, and individuals with disabilities 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, Senior Associate Vice Chancellor for Workforce Strategy Equity and Engagement, Associate Vice Chancellor for Human Resources, Deans, Directors and Department Chairs, and all other administrative employees in the University who have responsibilities in appointing, promoting and setting the salaries of University staff employees.

Hiring managers, supervisors and search committees 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-representation of minorities and females in the workforce. They are also responsible for making good faith efforts towards achieving the federal utilization goal of 7%, per job group, for qualified individuals with disabilities, as well as, an overall University benchmark of 6.7 for protected veterans. These efforts will help eliminate the barriers to equal opportunity that cause under-representation for these protected classes, and achieve 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. The Provost and Vice Chancellor for Workforce Strategy, Equity, and Engagement provide the necessary measures and resources to effectively run the University equal employment opportunity plan and program. Managers and supervisors are strongly encouraged to maintain a diverse and inclusive work environment while implementing management practices which support equal employment opportunity in all terms and conditions of employment.

VIII. Dissemination of the Equal Employment Opportunity Policy

The policy and policy statement is disseminated formally both internally and externally. Within the University, the policy and/or policy statement appears in several University sponsored publications. These publications reach all levels of University employees. Communications covering various informational and implementation aspects of the policy are published regularly online. Additionally, formal statements of the Equal Opportunity Policy are posted on departmental bulletin boards around the campus. A copy of the current edition of the **Plan** is available on the University website at: <http://eoc.unc.edu> for all departments, schools, units, and applicants. A copy of each archived edition of the **Plan** is available in the Equal Opportunity and Compliance Office.

A list follows showing the circulation of the publications, which has responsibility for each, and the time of publication.

A. Publications Reaching All Employees

Name of Publication	Responsibility	Time of Publication
Equal Opportunity and Compliance Office Home Page	Equal Opportunity and Compliance Office	Continuing

Posters and notices for departmental bulletin boards	Office of Human Resources and Dept. Heads	Continuing
EHRA Non-Faculty Position Permanent and Temporary Openings List (web-based copy)*	Office of Human Resources	As Received
SHRA Permanent and Temporary Position Openings List (web-based copy)*	Office of Human Resources	Hourly
SHRA Permanent Job Openings List (hard copy)*	Office of Human Resources	Weekly
Tenured/Tenure Track Faculty Position Openings List (web-based copy)*	Office of Human Resources	As Received
Office of Human Resources Home Page	Office of Human Resources	Continuing

* listed on the University's Office of Human Resources Careers at Carolina page: <http://hr.unc.edu/careers-at-carolina/>.

B. Publications Reaching the Faculty

Name of Publication	Responsibility	Time of Publication
Faculty Handbook	Faculty Welfare Committee and Office of Faculty Governance	Continuing

C. Publications Reaching Staff Employees

Name of Publication	Responsibility	Time of Publication
Memoranda	Workforce Strategy, Equity, and Engagement (Office of Human Resources, Equal Opportunity and Compliance Office and Division of Multicultural Affairs)	Continuing

communicating obligations and responsibilities under the **Plan**.

Management

Make formal contacts with recruiting sources, including minority and women's organizations, veteran, and disability services providers, to explain the University's policies and to seek qualified job applicants

Employment & Staffing, Equal Opportunity and Compliance and department heads

IX. Reasonable Accommodations (Disability & Religious)

A. ADA Reasonable Accommodations for Employees, Applicants and Visitors Policy

The University of North Carolina at Chapel Hill is committed to equal opportunity in all aspects of employment for qualified individuals with disabilities. In accordance with the Americans with Disabilities Act (ADA) and other federal and State law, and consistent with the University's Policy on Prohibited Discrimination, Harassment and Related Misconduct, it is the policy of the University to provide reasonable accommodations in employment to any qualified individual with a disability unless the accommodation would impose an undue hardship on the operation of the University's business or would change the essential functions of the position. Retaliation against an individual with a disability for utilizing this policy is prohibited.

B. Policy on Religious Accommodation

The University of North Carolina at Chapel Hill is committed to providing a welcoming and inclusive environment that is respectful of the Religious Beliefs and Practices of all members of the University community. As part of this commitment, the University will make good faith efforts to provide reasonable Religious Accommodations to individuals covered by this Policy whose sincerely held Religious Beliefs and Practices conflict with a University policy, procedure, or other academic or employment requirement unless such an accommodation would create an Undue Hardship. The University is committed to diversity and nondiscrimination and supports the employment of all qualified individuals, regardless of religious affiliation or beliefs. This commitment is in accordance with state and federal laws and regulations, including Title VII of the Civil Rights Act of 1964 and its accompanying regulations, as well as the Equal Employment Opportunity Commission Guidelines on Discrimination Because of Religion, and North Carolina General Statute § 116-11(3a).

X. Responsibility for Establishing Procedures for SHRA 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 Equal Opportunity and Compliance Office, the Office of Human Resources, and the senior administrative officers. The monitoring process covers recruiting methods, initial appointments, promotions, reclassifications, transfers, demotions, reinstatements, and salary-setting actions. These decisions and actions are amply documented to permit the required monitoring.

A. Reporting and Monitoring

Compliance with this **Plan** requires the use of methodical and formal procedures in evaluating applicants for initial appointment, promotion, reassignment, transfer, demotion, re-appointment, and salary-setting actions. University procedures require that careful records of selection and non-selection decisions be maintained on file.

These procedures have been designed to help ensure that decision making at all levels, from the department through the Chancellor's office, are without consideration of age, color, disability, gender, gender expression, gender identity, genetic information, national origin, race, religion, sex, sexual orientation or veteran status or political affiliation/influence, and that in appearance as well as in fact, fairness prevails.

Comprehensive records of decisions and their justifications are required and maintained so that reviewing officers remain informed of efforts to recruit and hire minorities, females, veterans, and individuals with disabilities. Also, records are maintained to enable the University to respond to any future inquiry with respect to any appointment, promotion, reassignment, transfer, demotion, reappointment, and salary setting decision made by a department.

The senior administrative officers of the University and the Equal Opportunity and Compliance Office continuously review procedures and records pertaining to employment activities. This review ensures compliance and results in improvement to processes and procedures.

Employment & Staffing, using the data on SHRA applicants and referrals, annually compares applicant metrics. Specifically, Employment & Staffing routinely utilizes data obtained from HR systems on SHRA incumbency v. estimated availability to consult with campus departments on underrepresentation of minorities and females. Respective departments focus their recruitment efforts to increase the applicant pools in job groups where underrepresentation exists.

Methods used by the Office of Human Resources to ensure that employment decisions are made in accordance with the **Plan** include the following:

- Maintaining centralized application and referral procedures and systems;
- Offering continued training on HR systems and developing a new campus-wide HR model which redefined roles and responsibilities;
- Offering continuing education and training of Office of Human Resources staff, Carolina HR Council, and Human Resources Representatives as to relevant laws, policies, systems, data and equal employment opportunity objectives;
- Recommending the Equal Opportunity and Compliance Office Search Committee training to hiring managers. Training is available at: <http://www.unc.edu/depts/eoada/sct/index.htm>
- Routinely utilizing data obtained from HR systems on SHRA applicants and referrals to consult with campus departments on under-representation of minorities and females;
- Employment Consultants providing consultative services for under-representation and hiring activities to their assigned departments;
- Extensively recruiting from all reasonably available sources to maximize the number of minority, female, and veteran applicants from those available in the University's recruitment area;
- Continuing recruitment from local vocational rehabilitation offices and other sources for referral of individuals with disabilities interested and available in the University's recruitment area;
- Referring applications from qualified internal and external applicants, with due regard for equal opportunity, to departments;
- Reviewing and following-up on hiring decisions with hiring departments as to correct application of hiring policy and compliance with equal employment opportunity initiatives;
- Continuing to communicate the SHRA Grievance Policy and Procedure for reporting complaints of alleged discrimination, without complainants' fear of reprisal; and
- Ensuring prompt and responsive handling of any such complaint.

The University and the Office of Human Resources will at appropriate intervals, re-examine the various aspects of its equal opportunity efforts. Should any instances of discrimination be discovered, the appropriate University officials will take prompt corrective actions.

XI. Equal Employment Opportunity Programs

A. EEO Program Area Goals

Program Area	Goal
Recruitment	Collaborate more effectively with campus entities to obtain as well as provide a wide variety of diverse recruitment sources for utilization throughout the University.
Selection	Continue to ensure that the University's procedures for SHRA employment are used methodically and consistently in every recruitment. Provide an updated search committee training module for use throughout the campus.
Job Structuring/ Compensation	Analyze compensation and job structuring practices to identify any potential areas of adverse impact.
Training	Provide all employees access to free training opportunities to enhance their skills and readiness for career opportunities.
Transfer, Promotion, Termination	Identify trends that highlight any potential issues of adverse impact.
Performance Management	Hold managers, supervisors and employees accountable for their progress towards meeting the university's institutional goals regarding compliance and integrity by complying with equal opportunity policies and meeting the EEO hiring objectives, as applicable.
Disciplinary Procedures & Grievance Process	Provide equitable treatment for all employees in accordance with the SHRA Disciplinary Action Policy and the University SHRA Employee Grievance Policy.
EEODF	Continue to increase the EEODF completion rate of UNC Chapel Hill Managers and Supervisors offering on-site instructor-led classroom sessions.
Onboarding	Ensure that all employees receive the applicable orientation and access to information to ensure their understanding of their role and the University's commitment to discrimination and harassment prevention.

B. Recruitment

The University of North Carolina at Chapel Hill will strive to actively recruit from a variety of sources to achieve a diverse workforce that successfully meets the needs and demands of the University. The hiring department, with assistance and

guidance from the Classification & Compensation Consultants do the following:

- Assess the need for the position to ensure it contributes to meeting the goals, objectives, and mission of the work unit;
- Conduct a job analysis including a review of the duties and responsibilities of the position, and the qualifications required for organizational success; and
- If necessary, revise the position description.

Job analysis is necessary only when there is a change in the duties and responsibilities that impact the qualifications and competencies required. If a current, accurate job analysis already exists for a given job type, there is no need to conduct an analysis for each vacancy. For example, in instances where there is a high volume of positions in a classification, frequent turnover in a classification, or little job change, there will likely not be a need to conduct a new job analysis each time a vacancy occurs. The hiring department in consultation with Employment & Staffing and Classification & Compensation staff ensures that the critical tasks (essential functions), knowledge, skills and abilities, training and experience requirements necessary for successful performance of the duties of the position are identified (including any additional position-specific factors). The knowledge, skills and abilities described in classification specifications developed by the Office of State Human Resources (OSHR) may be used for recruitment and selection purposes where they are sufficient to differentiate among the qualifications of applicants.

A department needing to fill an open permanent position notifies Employment & Staffing by completing a Position Posting Worksheet and submitting the worksheet to their department's Human Resources Representative. The Human Resources Representative initiates the posting in the applicant tracking system. The Employment Consultants review the posting to ensure compliance with equal employment opportunity and ADA standards. The position posting includes the Equal Opportunity statement, "The University of North Carolina at Chapel Hill is an equal opportunity employer that welcomes all to apply, including protected veterans and individuals with disabilities." Employment Consultants use information from the state job classification, as well as, any additional information provided by the hiring department, to review the vacancy announcement and ensure its compliance with State and University requirements. Employment Consultants also consult with the department about including additional job duties and essential skills, as well as, preferred qualifications in vacancy announcements. In addition, Employment Consultants consult with the hiring department to determine the need for additional recruitment advertising in professional journals, newspapers, professional journals, diversity websites, and Historical Black Colleges and Universities to target specific audiences.

Each permanent recruitment is initially posted for no less than five business days and includes a closing date. Generally, extensions to posting periods must be for at least three business days. The maximum posting period for recruitment is six months from the date of the initial posting; this maximum posting period includes initial recruitment and extensions as determined by the hiring department. Unless an exception to the posting policy is approved, the customary employment procedure is to post the opening for a minimum of five business days on the designated internet websites (www.jobs.unc.edu, www.uncjobs.northcarolina.edu, localjobnetwork.com, hercjobs.org, insidehighered.com, and www.nccommerce.com/workforce/job-seekers), as well as on job posting boards located outside of the Office of Human Resource's office at the Administrative Office Building (AOB), 104 Airport Drive, Chapel Hill, NC.

Under the direction of the Assistant Director, Employment, the Employment Consultants are responsible for permanent staff (SHRA) recruitment and for ensuring the preliminary screening and approval of selected candidates for interview to departments per policy. Employment Consultants review and coordinate all applicant screening and referral, ensure proper handling of applicants with priority status, analyze and approve selected applicant qualifying salary, and negotiate the job offer for a designated set of campus departments. Applications are reviewed and qualified based on Office of State Human Resources (OSHR) guidelines and the *University SHRA Qualifications Screening Guide*.

Prior to the vacancy closing date, the hiring department will determine any selection tool(s) that will be used in the final evaluation process. Any selection tool(s) used will be objective, based upon job-related knowledge, skills and abilities, and consistently applied to all applicants in the final selection pool. Employment Consultants and Equal Opportunity and Compliance Office representatives are available for consultation and assistance in determining selection tool(s). Some examples of selection tools (excluding typing and spelling tests) include a structured interview, reference checks, and on an exceptional basis and with advance approval from the Equal Opportunity and Compliance Office, in basket exercises, written tests, and skills tests.

The departments are responsible for reviewing applications received based on overall qualifications and for being mindful of special priority considerations established by OSHR, such as promotional priority, re-employment (layoff) priority, veteran's preference, or return from workers' compensation, if applicable. From this screening process, departments will choose applicants for interview. Applicants selected for interview are then reviewed and approved by the Employment Consultants to make sure they meet the essential qualifications. The department then selects the most qualified candidate from those interviewed. Generally, the Office of Human Resources expects departments to interview at least three of the most qualified applicants for a vacancy.

1. **Applicants and Applications**

An important foundation for recruiting is the management of SHRA permanent ***Applications for Staff Employment***. For the purpose of the **Plan**, an applicant is any person who submits a completed application via the University of North Carolina, at Chapel Hill online via PeopleAdmin during the open posting period. Each application identifies the specific position number, position title, and department number of the position for which the applicant is applying. In addition to completing the application, an applicant may complete an addendum as necessary.

The application includes the following Equal Opportunity statement and the University's "Equal Opportunity Pledge," which states, The University of North Carolina at Chapel Hill is an equal opportunity and affirmative action employer. All qualified applicants will receive consideration for employment without regard to age, color, disability, gender, gender expression, gender identity, genetic information, race, national origin, religion, sex, sexual orientation, or status as a protected veteran, which summarizes the University's equal opportunity commitment.

The application also includes a demographic data information section within which the applicant voluntarily indicates gender, race, and ethnic background. In addition, the applicant is given the opportunity to voluntarily indicate his or her protected veteran status (if any) and disability. The demographic data information section includes a statement that the Federal Government requires the University to obtain, monitor and report certain demographic data including gender, race, ethnicity, protected veteran status and disability (if any). It makes clear that "...this information will remain confidential and will be used only by the UNC - Chapel Hill Equal Opportunity and Compliance Office for statistical purposes." In fact, this demographic information is stored separately from the application to maintain confidentiality. It is not viewed by any departmental Human Resources Representative and is never shown to an employing department.

Each applicant is provided links with information describing the SHRA application procedures, Equal Employment Opportunity (EEO) is the Law poster, campus security report, and applicant frequently asked questions.

To be considered for employment, an Application must contain the following:

- Complete education and all work experience history; this includes dates employed and, if part-time, number of hours worked per week; and
- An electronic signature when the application is submitted electronically via the University's applicant tracking system

A complete application is required online in the University's applicant tracking system for each position for which an applicant desires consideration. Applications must be received prior to the specified closing date and time, in order to be considered. The application remains active until the corresponding position is filled or cancelled. The applicant pool includes individuals who have applied to: (1) posted openings at the Administrative Office Building and online at: www.jobs.unc.edu; (2) employment advertisements in newspapers, professional publications, and on recruitment websites (i.e. indeed.com, etc.); (3) job postings through the Division of Employment Security (DES) website; (4) job postings through the University of North Carolina-General Administration website; (5) job postings through localjobnetwork.com; (6) job postings through insidehighered.com; (7) job postings through hercjobs.org; and (8) positions that potential applicants learned about at career fairs.

If no applicants exceed the minimum qualifications and adequate employment, the hiring department may consider the remaining applicants to be the most qualified applicant pool. Or, the hiring supervisor may choose to extend the closing date in additional increments up to 6 months, should the initial recruitment efforts not generate sufficient applications. Any applications received after the initial closing date and time and prior to the new closing date and time would be considered for referral.

Occasionally, departments may identify potential applicants through informal sources. In these cases, departments inform applicants to use the University's online application system, PeopleAdmin, to apply for any staff opening. The Employment Consultants ensure that all applications that are screened and referred meet the Office of State Human Resources policy and minimum qualifications for the position.

All employment facilities are open to all applicants on the same basis, by policy and practice and, as requested, accommodations are made for any applicant who voluntarily self-identified as having a disability.

2. **Posting and Advertising Permanent Staff Position Openings**

a. Permanent SHRA Staff Openings

- The hiring department is required to post the Announcement of SHRA Position Recruitment for each of its staff openings within the department. Departments may post permanent and time-limited SHRA positions for internal and external applicants or post as "Internal Only."

- Employment & Staffing coordinates all other recruitment functions including:
- The posting process for SHRA positions. This continues until the closing date passes, recruitment is put on hold or canceled, or until the hiring supervisor extends the closing date and the new closing date passes.
- A current abbreviated Staff Openings List. This is posted outside the Administrative Office Building weekly on Wednesdays by Employment & Staffing. The detailed Staff Opening List is available in a binder at the main reception area of the Office of Human Resources.
- A searchable electronic copy of the Staff Openings List. This is posted on the Office of Human Resources website at www.jobs.unc.edu and is updated hourly to include all new permanent SHRA Recruitment Requisitions processed during the workday.
- A job offer for departments without delegated authority.
- A job offer or other commitment for an opening is prohibited prior to the posted closing date. In emergency circumstances, the five-business day posting requirement may be waived with advance approval from the Sr. Director of Employment & Staffing.
- Timely notification is provided to each applicant interviewed for a position after the selection decision is made and the position is filled. In addition, all applicants to a position for which recruitment is cancelled will receive a notification by email.

Employment & Staffing, as feasible, works with departments to place newspaper and other external advertisements for position openings in a job group where there is difficulty in attaining a sufficient pool of qualified applicants.

The University, with respect to affirmative recruiting for disability status, subscribes fully and without reservation to Federal and State laws and to increasing its employment of individuals with disabilities, when otherwise qualified. The recruitment described herein contributes significantly to the objective of increasing the employment of individuals with disabilities and advancing their employment. The University continues its commitment to employing individuals with disabilities and supporting, through any requested reasonable accommodation, their success when employed.

The University, with respect to affirmative recruiting for veterans, subscribes fully and without reservation to Federal and State laws and to increasing its employment of veterans, when otherwise qualified.

Continuing recruitment activities for staff employees include the following:

- Posting the Staff Permanent Openings List daily on the on-line application system at www.jobs.unc.edu. The list is also posted at the Administrative Office Building, 104 Airport Drive each Wednesday by Employment & Staffing;
- Participating in Job/Career Fairs sponsored by recruiting sources, community organizations, veteran organizations, local Department of Social Services, and other area employers;
- Periodically contacting community organizations such as the Division of Employment Security, as well as, organizations for veterans and Individuals with Disabilities (IWD);
- 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 recruitment handouts 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, cross-posting on Indeed.com partner diversity sites, localjobnetwork.com, insidehighered.com and hercjobs.org;
- Attending and networking at professional meetings such as Triangle Industry Liaison Group (TILG) meetings and NC Business Leadership Network (NCBLN); and
- Applicant screening and referral to departments with open staff positions.

All applications for a position are automatically screened based on responses provided to supplemental questions via the University's applicant tracking system. The Employment Consultant's screening of applications occurs for candidates that will be interviewed in accordance with the Minimum Recruitment Standards established by OSHR and *University SHRA Minimum Qualifications Screening Guide*

through the applicant system. The continuing training of Employment Consultants and their stated personal freedom from commitment to Equal Opportunity bias minimizes the possibility of discrimination based on of age, color, disability, gender, gender expression, gender identity, genetic information, national origin, race, religion, sex, sexual orientation or veteran status, or political affiliation/influence in making referrals.

The University performs a comprehensive pre-employment background check including: federal, state and local criminal conviction records, driving record (for positions requiring driving), nationwide sexual offender check and federal debarment (System for Award Management List and Office of Inspector General) check for all new and current employees when they have a change in status such as a promotion or voluntary demotion. The University does not automatically reject applicants based on conviction records. The University does not perform credit checks of applicants, except as part of the background investigation of applicants considered for sworn positions in the Public Safety Department. Marital status, dependency, or minor children as such have no influence in the screening, referring and hiring decisions.

The Employment Consultant thoroughly examines each application selected for candidate interview and determines if the applicant meets the State's Minimum Recruitment Standards before the department can interview candidates. Applications for referred applicants are routed to the hiring department for consideration via the applicant tracking system. Applicants with questions regarding the hiring process are encouraged to call the Employment Consultant, or the Office of Human Resources Service Center for more information. In certain cases, applicants may also meet with an Employment Consultant to have more complex questions answered via email or in person.

The Employment Consultants carry out the responsibilities through oversight of the application screening and referral process. Among other things, this process provides for the referral of applications to hiring departments, submitted by applicants within the posted recruitment period who have specified a position number, department number and classification title for the departmental position, and which meet the State's Minimum Recruitment Standards as established by OSHR for the job classification. These State standards are expressed as minimum education and experience requirements and are shown in the appropriate classification specification issued by OSHR. The State's Minimum Recruitment Standards also apply to employees who are eligible for veterans' preference (as per OSHR policy) and layoff priority consideration.

An eligible veteran or eligible spouse/dependent who is not a current State employee shall be hired when overall qualifications are substantially equal to the non-eligible persons in the most qualified applicant pool who do not have a priority described below.

- If the selection decision is between an eligible veteran or eligible spouse/dependent who is not a State employee and a substantially equal applicant with a priority described below, the applicant with the priority described below shall be selected. A qualified current State employee who has completed the probationary period and has career status seeking a promotion.
- A qualified State employee with layoff reemployment priority.
- An employee returning from workers' compensation leave or military leave.
- A qualified employee separated from an exempt policy-making or exempt managerial position for reasons other than just cause.

For eligible veterans or eligible spouse/dependents who are current State employees seeking promotion, reassignment or lateral transfer, the eligible person competes with all other applicants who have substantially equal qualifications.

Eligible veterans may receive additional training and experience credit as described below.

The hiring department receives all applications meeting the State Minimum Recruitment Standards and performs the second level of evaluation. The determination of the pool of most qualified applicants cannot be made by the hiring department until after the position closes.

When a hiring department representative evaluates applications to determine which applicants to interview, s/he must:

- have specific knowledge of the job(s) being filled; and
- be familiar with selection guidelines, if not previously trained in recruitment, selection and hiring processes, and will learn selection policies, guidelines and procedures through specific training or through self-study. The Equal Opportunity and Compliance Offices' Online Search Committee training is available at: <http://www.unc.edu/depts/eoada/sct/index.htm>

Employment & Staffing is available to advise, if needed, to ensure that policies and procedures are consistently applied. The department conducts essential reference checking, makes the

employment decision and submits the required job-related documentation on each referred applicant to the designated Employment Consultant via the selection document (hiring proposal). The Employment Consultant confirms the appropriate salary for the job offer with the department, reviews and conducts an individual assessment on any background check with adverse results, and advises the department on salary administration and other appropriate personnel policies and procedures.

The Employment Consultant or trained department representative extends the offer to the selected applicant and confirms the salary acceptance and proposed effective date. If the applicant is an external applicant, the Conditions of Employment are reviewed and, if the offer is accepted, the applicant is scheduled for a New Employee Orientation. Then the Employment Consultant prepares a formal commitment folder specifying the classification, department, career band, salary rate, and effective date and gives the folder to the Staffing Support Services Specialist. The Staffing Support Services Specialist ensures the recruitment records are complete, transmits a copy to the HR Records & Information unit and retains a copy for a period of three years.

The customary procedures for referral for applicant referrals are followed day-to-day. However, as might be expected in a dynamic work environment, minor variations are necessary to handle contact with applicants and employees, the continuing contact between Employment & Staffing and hiring departments, the scheduling of interviews by department representatives, and essential reference checking by the departments and related processes. These variations, when they occur, must not contravene the spirit of equal employment opportunity.

The number of qualified applicants for some types of positions may vary widely, either seasonally or according to occupation availability. At any given time, there may be few applicants or a multitude of applicants for a given opening, and increasingly greater campus needs for qualified applicants. Regardless, it is not the University's practice or interest to turn away any applicant qualified for an open position, except when a better-qualified applicant is selected.

b. SHRA Temporary Recruitment

This section applies only to temporary SHRA employees hired directly onto department payrolls (Direct Hire Temporary). There are three (regular temporary, intermittent temporary, retiree temporary) direct

hire temporary appointment types.

1. A “regular temporary” SHRA appointment is an employment status of limited duration, normally not to exceed three to six months. In no case shall the temporary employment period exceed 12 consecutive months. When a temporary employee has worked for 12 consecutive months at the University, the employee’s appointment must be terminated without exception. The employee cannot be hired into another temporary appointment of any kind with the University for at least 31 calendar days. Because the University as a whole is considered one employer, a 31-day break in service must be from the University, not just from one department. Likewise, individuals on this mandated break may not be re-employed by the University through an outside temporary agency or through any other third-party entity. A new temporary employment period will commence if the individual returns to work as a regular or intermittent temporary employee following the 31-day break in service. If the need for a temporary staffing situation is beyond 12 months, a time-limited position should be created through Classification and Compensation Consultant in the Office of Human Resources.
2. An “intermittent temporary” SHRA appointment may be made to positions needed only for occasional periods. This type of appointment shall not exceed a total of 1,500 hours during any continuous 12-month period. If an intermittent temporary exceeds this hour limitation, the employee must be designated as a regular temporary employee and is immediately subject to the 31-day break in service rule.
3. A “retiree temporary” SHRA appointment is an employment status for individuals who are drawing a retirement income and/or social security benefits. State policy allows retirees in temporary appointments to work beyond 12 consecutive months so long as the employee certifies on the Conditions of Employment that he/she is not available for or seeking permanent work and has benefits through his/her retirement plan or Social Security. Employees who retire from the State of North Carolina and receive a pension through the State are limited in the salary amount they can continue to receive as a temporary employee for the State. A “retiree temporary” who is hired at a FTE of 75% or greater is no longer eligible for the retiree health coverage and must be placed on the active group plan at the department’s expense.

Consistent with Federal and State law and University policy, the University does not practice or condone age discrimination. Even so, there are certain circumstances under which age limitations may lawfully apply for employees (including temporary employees), such as:

- Persons must be at least 16 years of age in order to be considered for temporary employment.
- Law enforcement officers must be at least 21 years of age, as required by State law.

Importantly, there is no maximum age for employment.

A department needing to fill an open temporary position notifies Employment & Staffing by initiating the posting in the applicant tracking system. The Employment Consultants create a position number and review the posting to ensure compliance with equal employment opportunity and ADA standards. The position posting includes the Equal Opportunity statement, “The University of North Carolina at Chapel Hill is an equal opportunity employer that welcomes all to apply, including protected veterans and individuals with disabilities.”

Employment Consultants use information from the state job classification, as well as any additional information provided by the hiring department, to review the vacancy announcement and ensure its compliance with State and University requirements. Employment Consultants also consult with the department about including additional job duties and essential skills, as well as, preferred qualifications in vacancy announcements. In addition, Employment Consultants consult with the hiring department to determine the need for additional recruitment advertising in professional journals, newspapers, professional journals, diversity websites, and technical colleges/universities to target specific audiences.

Each temporary recruitment is initially posted for no less than three business days and includes a closing date. Unless an exception to the posting policy is approved, the customary employment procedure is to post the opening for a minimum of three business days on the designated internet websites (www.jobs.unc.edu, www.uncjobs.northcarolina.edu, localjobnetwork.com, and www.nccommerce.com/workforce/job-seekers), as well as in binders located in the Office of Human Resource’s main reception area at the Administrative Office Building (AOB), 104 Airport Drive, Chapel Hill, NC.

The department is responsible for staff (SHRA) temporary recruitment and for ensuring the preliminary screening and approval of selected candidates for interview is according to policy. Temporary position postings use equivalent Office of State Human Resources (OSHR) classifications and minimum training and experience. The hiring department is responsible for ensuring the temporary employees meet the posted minimum recruitment requirements.

Prior to the vacancy closing date, the hiring department will determine any selection tool(s) that will be used in the final evaluation process. Any selection tool(s) used will be objective, based upon job-related knowledge, skills and abilities, and consistently applied to all applicants in the final selection pool. Employment Consultants and Equal Opportunity and Compliance Office representatives are available for consultation and assistance in determining selection tool(s). Some examples of selection tools (excluding typing and spelling tests) include a structured interview, reference checks and on an exceptional basis and with advance approval from the Equal Opportunity and Compliance Office, in basket exercises, written tests, and skills tests.

The departments are responsible for reviewing applications received based on overall qualifications. From this screening process, departments will choose applicants for interview. The department then selects the most qualified candidate from those interviewed.

An important foundation for recruiting is the management of applications for staff employment. For the purpose of the **Plan**, an applicant is any person who submits a completed application via the University of North Carolina, at Chapel Hill online applicant tracking system during the open posting period. Each application identifies the specific posting number, position title, and department number of the position for which the applicant is applying. In addition to completing the application, an applicant may complete an addendum as necessary.

The application includes the following Equal Opportunity statement and the University's "Equal Opportunity Pledge." The University of North Carolina at Chapel Hill is an equal opportunity and affirmative action employer. All qualified applicants will receive consideration for employment without regard to age, color, disability, gender, gender expression, gender

identity, genetic information, race, national origin, religion, sex, sexual orientation, or status as a protected veteran, which summarizes the University's equal opportunity commitment.

The application also includes a demographic data information section within which the applicant voluntarily indicates gender, race, and ethnic background. In addition, the applicant is given the opportunity to voluntarily indicate his or her protected veteran status (if any) and disability. The demographic data information section includes a statement that the Federal Government requires the University to obtain, monitor and report certain demographic data including gender, race, ethnicity, protected veteran status and disability (if any). It makes clear that "...this information will remain confidential and will be used only by the UNC - Chapel Hill Equal Opportunity and Compliance Office for statistical purposes." In fact, this demographic information is stored separately from the application to maintain confidentiality, is not viewed by any departmental Human Resources Representative, and is never shown to an employing department.

Each applicant is provided links with information on the application portal page describing the SHRA application procedures, Equal Employment Opportunity (EEO) is the Law poster, campus security report, and applicant frequently asked questions.

To be considered for employment, an application must include an electronic signature when the application is submitted electronically via the University's applicant tracking system.

A complete application is required online in the University's applicant tracking system for each position for which an applicant desires consideration. Applications must be received prior to the specified closing date and time, in order to be considered. The application remains active until the corresponding position is filled or cancelled. The applicant pool includes individuals who have applied to: (1) posted openings at the Administrative Office Building and online at: www.jobs.unc.edu; (2) employment advertisements in newspapers, professional publications, and on recruitment websites (i.e. indeed.com, etc.); (3) job postings through the Division of Employment Security (DES) website; (4) job postings through the University of North Carolina-General Administration website; (5) job postings through localjobnetwork.com; and (6)

positions that potential applicants learned about at career fairs.

If no applicants exceed the minimum qualifications and adequate employment, the hiring department may consider the remaining applicants to be the most qualified applicant pool. Or, the hiring supervisor may choose to extend the closing date, should the initial recruitment efforts not generate sufficient applications. Any applications received after the initial closing date and time, and prior to the new closing date and time would be considered for referral.

Occasionally, departments may identify potential applicants through informal sources. In these cases, departments inform applicants to use the University's online application system, to apply for any staff opening.

All employment facilities are open to all applicants on the same basis, by policy and practice and, as requested, accommodations are made for any applicant who voluntarily self-identified as having a disability and requests an accommodation.

3. Applicant Inquiries

Employment & Staffing actively solicits applicant feedback as to any problem or concern arising in the employment process. The Office of Human Resources Service Center, Staffing Support Services Specialist, Assistant Director, Employment, Staffing Manager, and the Sr. Director of Employment & Staffing are available to any applicant experiencing difficulty with the applicant tracking system. In addition, Employment Consultants located in the Administrative Office Building are available to any applicant who feels they has been unfairly treated in this process. Each Employment Consultant has the responsibility for handling such inquiries. The Sr. Director of Employment & Staffing and Director, Equal Opportunity and Compliance are also available and always receptive to investigate any complaint. The Associate Vice Chancellor of Human Resources and the Equal Opportunity Officer welcome any such feedback as a method of correcting any improper situation. The same officials are readily available to any incumbent employee who feels they should have been treated differently as an applicant for a given position. Beyond that, the SHRA Grievance Policy is available to any eligible internal applicant.

The Office of Human Resources staff includes individuals with disabilities, minorities, females, and veterans. Members of the staff are carefully selected and trained. No person with any identifiable bias is selected or retained for this staff. Each staff member receives continuing orientation and training to ensure commitment to equal employment opportunity goals and objectives,

and to be aware of inadvertent bias arising out of procedures or any other source. This affirmative and preventative training extends to all staff members engaged in position evaluation and classification, salary administration, recruitment and selection, promotion, disciplinary and grievance handling, and related processes.

The University will, at appropriate intervals, reexamine the various aspects of its equal employment opportunity efforts. Should any instances of discrimination based on of age, color, disability, gender, gender expression, gender identity, genetic information, national origin, race, religion, sex, sexual orientation, veteran status, or other non-job related factors be discovered in such analyses, or by other available means, corrective action will be taken promptly by the appropriate University officials.

C. Selection

Using methods and procedures consistent with the principles and goals of equal employment opportunity, Employment & Staffing is responsible for the recruitment through the University's applicant tracking system for permanent staff positions. The head of the hiring department or their designee has the final selection authority. The recruitment and selection process complies with all Federal and State laws, regulations and policies and gives equal employment opportunity to all applicants, without regard to age, color, disability, gender, gender expression, gender identity, genetic information, national origin, race, religion, sex, sexual orientation, or veteran status. The department may view a summary report in the applicant tracking system which includes applicant ethnicity/race and gender data for evaluating total applicants applied versus: 1) total applicants referred and 2) and total applicants interviewed by the department. The final selection decision is made from among the most qualified applicants, which includes applicants with priority consideration, based solely on job-related criteria. Ultimately, the hiring department, in its judgment, selects the best-qualified applicant based on state minimum requirements, and essential and preferred qualifications documented in the position posting. The hiring department in consultation with the Employment Consultant is accountable for the final selection, consistent with equal opportunity requirements.

In addition, a department needing to fill an opening may consider employees within that department who want to transfer to the open position. Those whose applications meet the State's Minimum Recruitment Standards for the classification of the open position are referred along with any applications of employees in layoff priority, veterans' preference and/or workers' compensation priority status.

After selecting an applicant for hire, the hiring department is responsible for indicating the selected applicant, documenting the selection process and justifying the job-related reasons for the hiring recommendation on the selection document. In addition, the hiring department must also document the specific reasons for non-

selection of all other applicants referred, using standard set of non-selection reasons. When complete, the selection document is then forwarded to the designated Employment Consultant for job offer processing and then to the Staffing Support Services Specialist as part of the commitment folder for record retention upon completion of the job offer process.

The department's assigned Employment Consultant is available for guidance and assistance to the hiring department at any time during the selection process. Under the direction of the Associate Vice Chancellor for Human Resources, Assistant Director, Employment and the Sr. Director of Employment & Staffing, the Employment Consultant provides centralized evaluation, consultation and processing to support departmental new hires, promotions, transfers, reassignments, demotions and reinstatements. Acting in coordination with hiring departments, the Employment Consultant monitors such personnel actions in terms of equal opportunity and advises departments of any apparent legal or policy issue.

Employment & Staffing, in coordination with HR Records & Information, maintains supporting documentation of the recruitment and selection process to provide fact-based information for monitoring and evaluating departmental recruitment and selection practices and procedures. Employment & Staffing maintains records of decisions and recommendations of all University schools, departments, and other units with respect to the hiring and non-selection of permanent staff applicants and the promotion, transfer, and demotion of permanent staff employees, by race and sex for a three-year period. Employment & Staffing monitors promotions by race and sex by federal occupation category/job group and reports these annually to the University's Equal Opportunity Officer.

The role of the Equal Opportunity Officer is to oversee and monitor the implementation and administration of the Plan including the SHRA Employment process, as well as, achievement of placement goals. While the oversight responsibility lies with the Equal Opportunity Officer, the recruitment, hiring and on-boarding process is administered and reviewed by the staff within the Office of Human Resources Employment and Staffing department who have day-to-day responsibility for making employment decisions in the University. 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. The Equal Opportunity and Compliance Office provides incumbency and availability data for use with each position opening that reflects, at the initiation of the recruitment, whether the position is under-represented. The Equal Opportunity and Compliance Office works collaboratively with the Employment and Staffing office on recruitment, employment and equal employment related efforts including process improvement, data collection and correction, training and development, outreach, and University programming.

D. Onboarding

All permanent SHRA new employees receive a Conditions of Employment (COE) letter, which outlines the terms and conditions of their job offer. The COE is presented to and signed by the employee on their first day, during new employee orientation. All SHRA new-hires are required to attend a half-day new employee orientation session prior to beginning their work. The classroom-based orientation provides an overview of the programs, services, policies and benefits offered by the University. Specific benefit information is provided during the benefits review, Q & A and forms collection session.

Temporary SHRA new employees are onboarded by their departments. The campus HR representative and/or hiring supervisor or manager utilizes the Orientation Checklist (available on the HR website) and provides information on accounting for time worked, parking, department policies, and other relevant information to the new temporary employee. Department HR representatives are responsible for ensuring that each university employee completes employment forms and have access to the Equal Employment Opportunity program information. All temporary SHRA new employees receive a Conditions of Employment (COE) letter, which outlines the terms and conditions of their job offer directly from their department. The COE is presented to and signed by the employee on their first day, during the department orientation.

E. Job Structuring/Compensation

Classification & Compensation Consultants, under the guidance of the Sr. Director of Classification & Compensation, administer the HR policy and processes covering establishment of new positions and position classifications. In such administration, these departments utilize the State's systems, including the career banding system, and related policies.

OSHR exercises complete and total administrative control of the career banded systems. Employment & Staffing and Classification & Compensation receive functional direction, detailed procedures and forms, close monitoring and auditing by State Human Resources analysts. The University has delegated authority from OSHR to classify most of the state's Career Banded positions and both Classification & Compensation and Employment and Staffing have delegated authority for salary administration of these classes for the actions for which they have responsibility. These processes apply to all State positions subject to the State Human Resources Act at the University. Operating departments are responsible for the assignment of duties and responsibilities to positions at the outset and for changing these as operations require. Departments are required to prepare and submit to the Office of Human Resources a detailed position description on a standardized form and complete organizational chart for each new position request.

Classification & Compensation Consultants provide advice and counsel to departments on position design and the formulation of position descriptions, among other things. A Classification & Compensation Consultant reviews the description and interviews department representatives and supervisors as appropriate for any clarification of responsibilities and additional information needed to assure a fair, equitable and appropriate classification decision. A detailed review is completed by first ensuring that the positions duties meet the OSHR classification specifications and competency profiles. This review determines the job classification only. A review of positions on the organization chart that are in the line of supervisory span and a review of other similarly situated positions on the organizational chart of that particular School/Unit is then conducted. This ensures equitable leveling assignments within that School/Division. Lastly there is a campus wide equity review completed. This entails comparing the requested position's classification and level to like positions on campus and/or to established University-wide benchmarks.

Following this detailed review, the Classification & Compensation Consultant classifies the position by assigning it to the correct job classification, determining the wage/hour exemption, and the correct level based on the responsibilities in the description as well as the required competencies needed to complete the duties as assigned by the operating department. The qualifications of any particular employee are not considered in classifying the position. Such classification actions are subject to later monitoring and detailed on-site or other audits by OSHR.

When a department manager significantly changes the duties and responsibilities of an existing filled position, s/he is responsible for preparing an updated position description. Here, as in the earlier stages, the Classification & Compensation Consultant provides advice on position design and the writing of the description. Following that, the department is responsible for submitting the description and organizational chart for requesting that a formal classification study of the position be completed. The Classification & Compensation Consultant evaluates the position based on the same three step criteria in which a new position study is conducted and may interview current incumbents as part of the reclassification process.

Departments have the fundamental responsibility for maintaining accurate position descriptions with respect to actual and essential duties required for each position. Positions which have been vacant for more than one year must be resubmitted for a classification review prior to posting to ensure that the level is still appropriate when compared to similar positions. As a complement to department maintenance efforts, Classification & Compensation Consultants and OSHR, may initiate studies of position families or classifications at the request of a department. In these studies, the department would be requested to have current position descriptions prepared for all the positions affected and to submit them for evaluation and review. Studies will also be initiated as a result of a directive from the Office of State Human Resources.

F. Training

OHR Organization & Professional Development provides many learning opportunities for all UNC-Chapel Hill employees by coordinating, designing and delivering specialized training programs and organizing development activities for teams. The Professional Development Courses are designed to develop and enhance essential workplace skills and increase job effectiveness and improve performance throughout the University. By continuing to develop and strengthen our workforce, UNC-Chapel Hill provides more enriching careers while ensuring that all employees access to training to increase their skills and knowledge.

OHR Organization & Professional Development has also designed a comprehensive program that addresses core characteristics and skills needed to lead effectively in an academic environment. The University Leadership Education and Development (ULEAD) program develops highly skilled and motivated leaders to meet the challenges of higher education's changing environment. The program is open to 20 applicants from UNC – Chapel Hill, NC Central University and the UNC General Administration. Eligibility for the program includes employees with permanent status who supervise at least one lower supervisor or who manages a program that is University-wide or of significant size and complexity.

The OHR Organization & Professional Development Department, in conjunction with Employment & Staffing, provides recruitment and selection training to managers and supervisors on a scheduled basis through such courses as SHRA Hiring: From Posting to Probation, the Blueprint for Engaged Supervision Training (BEST) and other programs.

The department's mission is to provide meaningful learning opportunities that encourage development, stimulate productivity, create a healthier workplace environment and enhance the capabilities of the University's committed and diverse workforce. Available programs address a wide variety of management, supervisory, and employee needs including topics such as Becoming a Team Player, Bringing Out the Best in Others, Change Management, Communication Essentials, Coaching Skills, Effective Decision Making, Emotional Intelligence, How to Receive Criticism and Make it Work for You, Presentations with Pizzazz, and Using Reason to Resolve Conflict.

Courses sponsored by OHR Organization & Professional Development also include a variety of cultural diversity programs, such as Diversity in Hiring, Diversity in the Workplace, and Ethics in the Workplace. All workshops are free to UNC-Chapel Hill staff and faculty, managers and supervisors. Special training is available upon request from hiring departments and selection committees.

All educational and other training programs sponsored by the University are open to qualified employees without regard to age, color, disability, gender, gender

expression, gender identity, genetic information, national origin, race, religion, sex, sexual orientation or veteran status. Employees are encouraged to take advantage of these training opportunities by a planned, continuing variety of communications from the Office of Human Resources. In addition, educational leaves may be granted by the University for approved educational programming. Information regarding OHR Organization & Professional Development programs, tuition and fee waivers, and other educational assistance programs, as well as online, technical training opportunities such as Microsoft IT Academy and Lynda.com is available at <https://hr.unc.edu/training/>.

The Equal Employment Opportunity and Diversity Fundamentals (EEODF)

All new supervisors are required to attend Equal Employment Opportunity and Diversity Fundamentals (EEODF) training within the first year of becoming a supervisor. This training is offered by the Office of State Human Resources (OSHR), and coordinated through the campus Equal Opportunity and Compliance Office. This program addresses EEO law compliance and workplace diversity in state government. The program focuses on developing awareness and building skills to use on the job. Information regarding the Equal Employment Opportunity and Diversity Fundamentals, is available at <http://eoc.unc.edu/what-we-do/equitable-employment-opportunities/>.

Prior to 2017, EEODF was primarily offered off campus in downtown Raleigh, NC. This offsite training location often presented travel problems for its intended participants. The University offers EEODF on-site at the UNC Chapel Hill campus. The on-campus EEODF is facilitated by two state-certified adjunct trainers that are members of the Equal Opportunity and Compliance Office.

Other EO Training

In addition, the Equal Opportunity and Compliance Office offers instructor-led courses on Preventing Unlawful Harassment in the Workplace, Americans with Disabilities Act (ADA), Search Committees, Carolina Career Conversations (outreach), and custom training addressing harassment and discrimination issues within the workplace. 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. The catalog of equal employment opportunity training is part of the University’s harassment prevention strategy. The Equal Opportunity and Compliance Office also provides monthly open “Lunch and Learn” sessions for University employees.

Management Training

Training programs for managers and supervisors are critical to the University's equal opportunity efforts. The Office of Human Resources administers the Blueprint for Engaged Supervision Training (BEST) program, a mandatory program designed to educate and motivate UNC's frontline supervisors on topics including recruiting and interviewing, classification and compensation, performance management and equal employment opportunity policies. The program 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 required instructor-led and online classes, as well as, the state mandated EEOF classes. Participants have three months to complete the mandatory program.

OHR Organization & Professional Development offer additional management based training including:

- Coaching Skills
- Performance Management & Disciplinary Processes for SHRA Employees
- Foundations of High Performing Teams
- Interviewing Skills for Supervisors
- Fundamental Communication Skills
- Time Management
- Moving from Peer to Manager
- Rewarding and Recognizing Employees
- Managing Interactions with Your Employees
- Conflict Management Skills for the Workplace

Specific and comprehensive training on EEO policies and practices, is also delivered by Equal Opportunity and Compliance Office staff. This training includes:

- The definition of equal employment opportunity;
- The legal basis for equal opportunity;
- Interpreting and applying equal opportunity policies and guidelines;
- Preventing workplace harassment;
- The guidelines for valid and legal selection procedures;
- Identifying and eliminating barriers which can lead to discrimination;

- Implementing the equal employment opportunity program for staff employment;
- Information on Policy on Prohibited Discrimination, Harassment and Related Misconduct, which includes the established procedures for reporting, investigating, and resolving such matters.

Periodic special training is conducted by the Chancellor or her designee and the Equal Opportunity and Compliance Office to explain the University's Equal Opportunity Policy to University administrators and to define individual responsibility for the effective implementation of equal employment opportunity. Managers and supervisors receive routine day-to-day training and coaching from the Office of Human Resources.

G. Promotion Procedure

The University's staff workforce is highly mobile. The University has formal systems designed to support staff employees seeking upward mobility through transfer or promotion. These systems result in a high level of satisfaction among, and participation by, staff employees. Promotions due to open competitive recruitments during recent years comprised 15-20% of job openings filled each year. For the year ending October 31, 2017, 267 employees were promoted, comprising 18% of the 1,489 openings filled.

The number of promotion opportunities generally depends on fund availability absent any State spending restrictions. Promotional opportunities include upward movement through competitive recruitment, position reclassification or salary range revision, or transfer to another position at a higher salary grade/competency market rate within the same department or by transferring to another department.

H. Performance Management

The University of North Carolina General Administration establishes these institutional goals for all employees covered by the University SHRA Performance Appraisal Policy. Supervisors cannot edit or change these goals and must use as written. Regarding the "Compliance & Integrity" level of performance under Institutional Goals, supervisors must evaluate the employees' compliance with personnel and equal opportunity policies, including prohibitions on harassment, discrimination, and workplace violence, and all other policies.

Regarding supervisors, they are evaluated on their contributions towards meeting University EO and affirmative action goals. The University of North Carolina System policy, which is posted along with the performance appraisal policy, also states that failure to execute these performance management requirements through the policy will be addressed in their annual appraisal and, as necessary, through application of the SHRA Disciplinary Policy or other

applicable corrective process for SHRA or EHRA managers/supervisors.

The overall success of the University relies on the individual accomplishments of all faculty and staff. The Performance Management Program provides a mechanism for communicating responsibilities and evaluating achievements. All permanent University staff are evaluated annually on their performance.

SHRA Performance Management

Performance appraisal information is one consideration in making other personnel decisions such as promotions, disciplinary actions, layoff determinations, and salary increases. Therefore, proper application of the performance management system is essential in the effective application of other personnel policies.

The annual performance cycle runs from April 1 to March 31.

The employee's work plan contains performance goals and development goals that are set by management for each employee for the performance cycle and organizational values that are set by the Office of Human Resources for all employees. Work plans must be issued within 60 calendar days of the start of the cycle or the employee's start date. Performance expectations and appraisals are recorded on a standardized form, the Performance Management & Competency Assessment Form.

Employees receive overall annual ratings and individual ratings for performance goals and organizational values on a 3-pt scale (Not Meeting, Meeting, or Exceeding Expectations). Interim reviews are required for all employees near the midpoint of the performance cycle. Employees may appeal an overall rating of "Not Meeting Expectations" on the annual appraisal through the SHRA Grievance Policy.

As part of the career banding system for SHRA permanent employees, supervisors must also conduct an annual Employee Competency Assessment along with the Annual Performance Appraisal. Both are recorded on the Performance Management & Competency Assessment Form.

I. SHRA Hiring & Recruitment Policy

Introduction

The University consistently applies the SHRA recruitment and selection process to promote open and fair competition to select from the most qualified persons to fill vacant positions. Selection decisions will be based solely on job-related criteria. Employment is offered based upon the job-related qualifications of applicants for employment using fair and valid selection criteria and upon

satisfactory completion of all relevant reference checks, background checks, credentials verification, and verification of eligibility to work in the United States.

No selection decision shall be made that will constitute unlawful discrimination in violation of State and Federal law. The University will give Equal Employment Opportunity (EEO) to all applicants, without regard to age, color, disability, gender, gender expression, gender identity, genetic information, national origin, race, religion, sex, sexual orientation, veteran status, or political affiliation/influence. Preferential treatment will not be given to any private organization or individual based on undue influence.

1. **Recruitment Request**

To initiate recruitment for a vacant SHRA permanent position, departments must submit the PeopleAdmin Position Posting Worksheet information through the applicant tracking system. Departments do not need to wait until the position is vacant before submitting the recruitment. However, the hiring supervisor must have received a signed resignation letter or other official documentation of separation date from the current employee.

Each SHRA position has State standards for minimum training and experience. These standards indicate the knowledge, skills, and abilities, or competencies, necessary for successful job performance. Specific formal education may be substituted for required experience in some positions. Directly related experience also may be substituted for certain educational requirements.

Hiring departments are responsible for determining any job-related qualifications required in addition to minimum State standards and for documenting the qualifications on the Position Description Form (PD102CB) and in the PeopleAdmin Position Posting Worksheet. Additional qualifications may be identified as essentials or preferred.

2. **Essential skills** are the required knowledge, skills, and abilities that are critical to a position, without which the duties of the position cannot be performed. Any essential skill listed in the job posting must also be reflected as an essential skill in the position description. A selected candidate must possess all essential skills listed in the job posting of the position for which they are being selected.
3. **Preferred Skills** are the knowledge, skills, and abilities that would aid in successfully performing the primary duties of a position, but are not required. If the hiring department identifies any special physical or mental requirement(s) for an open position, the Office of Human

Resources advertises any such requirement(s) in its recruitment. Other training and experience preferences may also be determined by the hiring department; however, there is no substitute for a State-required license, registration, or certification.

4. **Internal Only Recruitment**

With the approval of Employment & Staffing, departments have the option to post SHRA permanent and time-limited positions as internal only. Internal only recruitments limit applicants to current, permanent or time-limited employees of UNC-Chapel Hill or to individuals with UNC-Chapel Hill layoff priority. Internal only recruitments may not be limited to employees of any specific unit, department or division of the University, nor may any of the positions' essential requirements indirectly infer required employment in a specific area of the University.

5. **Posting Requirements**

The Employment Consultants in the Office of Human Resources must approve the recruitment before the vacancy can be posted. There are three required locations for posting announcements of SHRA position vacancies; State-Wide Posting, University Posting, and Departmental Posting.

State-Wide Posting. The Employment & Staffing Department in the Office of Human Resources provides permanent job openings information to the N.C. Division of Employment Security (DES) as required by State policy. The posting information includes the State's minimum training and experience requirements and, as appropriate, additional position requirements as defined by the hiring department.

University Posting. The Employment & Staffing Department provides the Staff Openings List of SHRA positions under active recruitment. The list is posted at the Office of Human Resources, Administrative Office Building, 104 Airport Drive. The Staff Permanent Openings List is also updated continuously on the Office of Human Resources website.

Departmental Posting. After the posting request has been approved by the Employment Consultant, the hiring department prints the "Posting Details" from the online applicant system. State policy requires hiring departments to post conspicuously within the department the "Posting Details" for all of its SHRA vacancies. This internal posting must be concurrent with the posting maintained by the Office of Human Resources and must remain posted in the department through the defined recruitment period's closing date. The hiring department must

retain the posting information and recruitment information for three years.

Hiring departments are also responsible for ensuring that department employees currently on extended Military Leave or Family Medical Leave have been informed in a timely manner of all departmental internal postings.

6. Recruitment Posting Period

The hiring department establishes the length of the posting period in the online applicant system. SHRA permanent or time-limited vacancies must be posted for a minimum of five business days. Direct Hire Temporary posting must be posted for a minimum of three business days. In no case shall a posting close on a day on which the Office of Human Resources is closed for business. The posting period opening and closing dates are included on each job posting. Only applications received no later than 11:59 pm EST/EDST on the closing date may be considered for the position. No employment offer or other commitment can be extended for an open position before the end of the vacancy's posting period. The hiring department may request to extend the posting period as needed by contacting their OHR Consultant. Extensions to SHRA permanent posting periods must be for at least three business days. The maximum posting period for recruitment is six months from the date of the initial posting; this maximum posting period includes initial recruitment and extensions.

7. Application Submission

In order to apply for an SHRA permanent, time-limited, or direct hire temporary position at the University, all applicants must use the University's online applicant tracking system (PeopleAdmin) to:

- Establish an Applicant Profile,
- Complete an Application which includes the applicant's work history, and
- Submit an Application to each individual position for which they wish to be considered no later than the closing time on the position's posted closing date.

Applicants may also attach cover letters and resumes to their applications for specific positions; however, information provided solely on a resume in lieu of an Application for Staff Employment is insufficient for consideration.

Anyone requiring assistance with the online application process may contact the Employment & Staffing Department in the Office of Human Resources.

J. Transfer Opportunities

To promote career advancement and to fill job openings with the best skills available, permanent SHRA (full-time or part-time) employees are eligible to seek transfer to another department or to another position within their current department. There is no requirement for the employee to work in a position for a specified minimum period before applying for a position change.

1. Applicant Referral

The Employment Consultants in the Office of Human Resources ensure each applicant's training, experience, and skills meet the State minimum recruitment standards and valid job requirements. Only applications meeting these requirements are referred to the hiring department.

Hiring managers (and search committees) can review referred applications through the online applicant tracking system provided by the Office of Human Resources. The hiring department is responsible for further evaluation of referred applications, including reviewing applications for the essential skills listed in the job posting. Applicants who do not have the requisite essential skills as indicated on the job posting cannot be hired into the position.

2. Best Qualified Pool and Interviewing

The hiring department determines which applicants are the best qualified among those referred and then contacts those candidates directly to schedule interviews. It is expected that hiring departments will interview at least **three** candidates.

Hiring departments cannot interview any candidate whose application was not referred by the Office of Human Resources for the vacancy. Interviews may take place by telephone, Skype, or in person, and the interview questions must be applied consistently, regardless of method of contact. All layoff priority applicants must be interviewed for the vacant position, if referred. Hiring supervisors with questions about appropriate interviewing may contact their Employment Consultant for assistance. In addition, OHR Organizational and Professional Development provides programs on interviewing skills for supervisors on a regular basis.

3. **Commitment to Equal Employment Opportunity (EEO)**

The University is committed to ensuring that employment decisions are based on an individuals' competencies and qualifications. Consistent with this principle and applicable laws, the University does not discriminate with respect to employment terms and conditions on the basis of age, color, disability, gender, gender expression, gender identity, genetic information, national origin, race, religion, sex, sexual orientation or veteran status. This policy ensures that only relevant factors are considered and that equitable and consistent standards are applied to all personnel actions. More information and a copy of the University's Equal Employment Opportunity Plan is available on the Equal Opportunity and Compliance Office website: <http://eoc.unc.edu/>.

The diversity of our staff brings strength to the University. Our focus on diversity with each search, gives us the opportunity to hire, attract, and retain the talented staff we want and need to continue our legacy of excellence. An online training module for Supervisors and Search Committees is available and provides valuable information, helpful advice, and proven techniques to enable our search committees to run more efficiently.

4. **Special Consideration for Applicants with Disabilities**

It is permissible to discuss an accommodation that may be needed and how the applicant would perform the essential functions of the job if one of the following is true: (1) an applicant has an obvious disability, an applicant voluntarily discloses a hidden disability, or an applicant expresses the need for reasonable accommodation.

5. **Pre-Employment Testing**

Pre-employment tests (written, oral, physical, or skills) may be administered by the hiring department with prior approval from the Employment Consultant assigned to work with the department and the Equal Opportunity and Compliance Office.

6. **Selection and Hiring Proposal**

The Selection and Hiring Proposal and Applicant section in PeopleAdmin is the official University record of those referred by the Office of Human Resources and the hiring department's selection and non-selection reasons. The hiring supervisor uses a set of "Non-Selection Reasons" in the applicant tracking system to record the

appropriate reason(s) for non-selection. The Hiring Proposal must be completed before a job offer can be extended to the final candidate.

K. Disciplinary Processes

1. SHRA Disciplinary Action Policy

Disciplinary processes for SHRA employees are meant to be corrective. Supervisors are strongly encouraged to contact Employee & Management Relations at the onset of any employee performance or conduct issues.

There are three categories of cause for disciplinary action: not meeting, meeting, and exceeding expectations.

There are four types of disciplinary action: Written Warning, Suspension without Pay (for one or two work weeks), Demotion (of rank and/or pay), and Dismissal.

For unacceptable personal conduct incidents or for grossly inefficient job performance, an employee could be dismissed on a first offense depending upon the severity and pervasiveness of the offense.

Discipline for unsatisfactory job performance is successive and requires at least three disciplinary incidents within a 12-month period of each other: the first incident must result in a written warning, the second incident may result in a written warning, suspension, or demotion, and the third incident may result in dismissal from employment.

Before any SHRA permanent employee can be suspended, demoted, or dismissed, the supervisor must hold a "pre-disciplinary conference" with the employee to provide the employee an opportunity to address management's concerns before it makes the disciplinary decision. A staff member of Employee & Management Relations must be present at the pre-disciplinary conference.

Temporary and probationary employees are not covered by this policy and its procedures and can be released from employment as deemed appropriate by management.

2. SHRA Probationary Period

New SHRA permanent employees, and those returning to State service after having more than a 31-day break from previous State service, are required to complete a minimum 12-month probationary period. During the probationary period, the supervisor evaluates if the employee is performing at the level required for the position.

Once an employee's 12-month probationary period is satisfied and career status is attained, a new probationary period shall not be required if the employee experiences any of the following changes: promotion; transfer; demotion; reinstatement after leave of absence; layoff priority re-employment with less than a 31-day break in service; reassignment; return of a policy-making/confidential exempt employee to a non-policy-making position. If any of the above changes occurs while an employee is serving a probationary period, the satisfied portion will be credited toward the new assignment. The employee will then be required to complete only the remaining portion of the probationary period. Employees transferring from a local government entity subject to the State Human Resources Act who have already attained career status are not required to serve another probationary period, provided there is no break in service greater than 31 days.

A transferring or former SHRA (SPA) employee who has had a break in service greater than 31 days must serve a new 12-month probationary period before career status is attained. Periods of extended leave of absence with or without pay do not suspend or increase the duration of the probationary period beyond 12 months.

If the supervisor determines that an employee is not able to perform as required for the position, the supervisor can terminate the employee's appointment and must do so prior to the end of the employee's probationary period. The employee must receive written notification of the termination.

Once employees have completed their probationary period, they are protected under the disciplinary procedures found in the Disciplinary Action Policy (SHRA).

3. Disciplinary Consultations

Management is expected to consult with Employee & Management Relations in the Office of Human Resources at the onset of any employee performance or conduct deficiencies to discuss both formal and informal methods for resolving such workplace issues. Employees also are encouraged to contact Employee & Management Relations to discuss ways of resolving workplace issues. Employee & Management Relations is required to review all disciplinary letters before they are issued to employees.

4. Facilitated Conversations

Employee & Management Relations in the Office of Human Resources provides a facilitated conversation program to assist management and

employees in productively addressing workplace issues and improving communication and understanding in the workplace.

L. Other Types of Employment Separations

Other than dismissal, a separation from employment may occur when a University employee resigns, retires, is dismissed, separated by reduction in force (layoff), is unavailable for work, or dies. Data is captured as to why individuals leave the University to capture trends and patterns.

1. Resignation

An employee is expected to notify management in writing at least two weeks (10 work days) prior to the last intended work day of a voluntary resignation. The last day the employee reports to work is normally the separation date.

2. Voluntary Resignation without Notice

When an SHRA employee fails to report to work for a period of at least three consecutive work days without giving oral or written notice to management, that employee voluntarily terminates his/her employment with (resigns from) the University. The employee does not have appeal rights for this type of separation.

3. Retirement

An employee who is participating in the Teachers' and State Employees' Retirement System or the Optional Retirement Plan makes application for retirement through Benefits, Work/Life & Employee Records. An application must be filed with the Retirement System or Optional Retirement Plan vendor at least one day but not more than 120 days before the effective date of retirement.

4. Reduction-in-Force (Layoff)

An employee may be separated by a reduction in force due to budgetary, operational, or organizational needs. Management submits a layoff plan to Employment & Staffing in the Office of Human Resources. In addition to identifying the work unit and employee classification, selection criteria includes the following factors in order:

- 1) University needs
- 2) Type of appointment
- 3) Relative skills, knowledge, and productivity of employees

4) Length of total state service

5) Workforce diversity

Employees must receive at least a 30-day calendar written notice of the separation. Selected employees may appeal the decision through the SHRA Grievance Policy only if alleging discrimination based on a protected status or if alleging retaliation for making an allegation of harassment or discrimination.

5. **Termination when Leave is Exhausted**

An employee may be terminated from the University if he/she becomes or remains unavailable for work after all applicable leave credits and benefits have been exhausted and management, for sufficient reasons, cannot or does not grant (additional) leave without pay. Employees may appeal the separation through the SHRA Grievance Policy.

M. Grievance Policies

Whenever possible, the University prefers to resolve workplace conflicts informally through discussion or mediation. There are also several different means of formal grievance or appeal at the University, depending on what type of employee you are (SHRA, EHRA Non-Faculty) and the issues being appealed.

1. **Grievances and Formal Appeals**

The University allows SHRA permanent employees to grieve a wide range of issues (see [policy](#) for details). Employees have 15 calendar days to file a grievance from the date of the incident that they are grieving.

Step 1 in the process is mediation between the employee and a representative of the employee's management (usually, the direct or second-level supervisor). If mediation ends in impasse, then the employee may appeal to Step 2, which is a panel hearing. The employee and a representative of the employee's management (usually, the direct or second-level supervisor) present their information to a panel of three volunteer SHRA permanent employees.

The panel reviews the materials presented and writes a report and recommendation to the Chancellor, who then makes the final decision for the University on the issue. Certain issues can be appealed to the State's Office of Administrative Hearings after the completion of the internal process (see policy for details).

By State regulation, the grievant cannot be represented by an attorney during the internal process. The Office of Human Resources provides

guideline documents to assist employees through the process. For matters appealed to the State's Office of Administrative Hearings, the grievant is allowed to retain counsel at their own expense.

Grievances that allege prohibited harassment, discrimination, or retaliation due to allegations of discrimination or harassment go through a preliminary equal opportunity informal inquiry (administrative review) prior to Step 1 mediation.

2. SHRA Performance Appeals

The University allows SHRA permanent employees to appeal overall ratings of "Not Meeting Expectations" on their annual performance appraisals. Mid-cycle reviews and individual ratings on performance goal or organizational values ratings on the annual appraisal are not appealable. Performance appraisal appeals are administered through the SHRA Grievance Policy.

3. Administrative Review for Discrimination/Harassment Complaints

Any employee who believes that he/she has experienced prohibited harassment or discrimination at the University may file an administrative complaint with the University's Equal Opportunity and Compliance Office. Resolution of such complaints fall under the guidelines of the University Policy on Prohibited Discrimination, Harassment and Related Misconduct, Including Sexual and Gender-Based Harassment, Sexual Violence, Interpersonal Violence and Stalking. The Policy and associated procedures apply to the conduct of, and protect, University students and employees, including faculty members, EHRA non-faculty employees, SHRA employees, graduate, professional and doctoral students, post-doctoral scholars, and student employees. The non-discrimination provisions also apply to contractors and other third parties under circumstances within the University's control. The Policy and associated procedures provide for the prompt and equitable resolution of reports of Discrimination, Harassment, and related misconduct and prohibit complicity for knowingly assisting in an act that Violates the Policy and retaliation against any individual because of their good faith participation in the reporting, investigation, or resolution of violations of the Policy.

The Equal Opportunity and Compliance Office staff will work with the employee's management to investigate the complaint and issue a formal report. Employees are urged to file complaints within 180 calendar days of the most recent event of alleged prohibited harassment or discrimination; however, to preserve grievance rights for the issue, the employee must file the complaint within 15 calendar days of the event.

N. Internal Monitoring, Evaluation and Auditing System

Responsibility for compiling and monitoring the University's equal opportunity progress is done in collaboration between the Equal Opportunity and Compliance Office, and Office of Human Resources, Employment & Staffing and/or HR Business Analysis units as follows:

- The Employment Consultants provide ongoing monitoring of department underrepresentation during the SHRA permanent and time-limited posting, hiring and selection process via the applicant tracking system. Specifically, to indicate underrepresentation of minorities and females by federal occupation/job group and department.
- The Employment Consultants provide department consultations based on SHRA permanent and time-limited Workforce Profile data where underrepresentation is found. Focus is placed on targeted advertising and outreach efforts to increase candidate pools in the underrepresented demographic.
- The Employment Consultants audit the SHRA permanent and time-limited Hiring Proposal and Selection Document for each recruitment to ensure that an appropriate justification is provided in relation to recruitments with documented underrepresentation of minorities and females.
- The HR Business Analysts annually report recruitment and promotion activity, openings filled, internal transfers and terminations by race, sex and federal occupation category/job group and action reason for review by the Equal Opportunity and Compliance Office.
- Upon request, assists the Equal Opportunity Officer to respond to reviews by the Office of Federal Contract Compliance Programs, U.S. Department of Labor and other federal offices.

XII. Harassment Prevention Strategies

The University is “committed to the highest degree of integrity in fulfilling the University’s mission, in upholding the dignity of individuals, and in advancing the common good of our community” and in doing so the harassment prevention strategies are woven throughout all equal employment opportunity programs by way of:

- Formal and Informal EEO Related Training Programs
- Mandatory Training including Responsible Employee/Campus Security Authority (CSA) and Title IX Awareness and Violence Prevention
- Employment Policies and Procedures

- Performance Management Expectations and Accountability
- Communication of and Accessibility to EEO Policies and Procedures and Incident Reporting options
- Ethics and Integrity at Carolina Portal

A. The University's strategies are also delivered through its' policies:

- Policy Statement on Non-Discrimination
- Policy on Prohibited Discrimination, Harassment and Related Misconduct
- Policy on Non-Discrimination for Visitors and Program Participants
- ADA Reasonable Accommodations for Employees, Applicants and Visitors Policy
- Policy on Religious Accommodation

B. Education, Training, and Awareness Programs”

- Delta Advocates
- Empowering Carolina
- HAVEN – Sexual Assault and Interpersonal (Relationship) Violence
- Heels United for a Safe Carolina
- Tarheel Tribute – To Veterans
- See Training Section for full list

C. Campus Community Messages:

- Message from the Chancellor: Sexual Harassment

"The #MeToo movement has started a powerful and important dialogue in our nation and around the world, and it's helping inspire a transformative and positive change in our society. And we want to make sure our campus isn't just a part of the conversation, but doing all we can to engage and create positive change right here." Tuesday, January 23rd, 2018

- Folt: Carolina has come a long way, more work to be done

"I can't imagine anything that is more critical to building an academic community than bridging the divides that are caused through history, by

socioeconomic status, over racial or ethnic identity, prejudice or mistrust," Folt says at MLK Memorial Banquet. Monday, January 15th, 2018

- Message from University Leadership on Creating an Inclusive and Respectful Culture

"Carolina's leadership urges everyone to treat one another with respect and uphold shared values." Tuesday, January 9th, 2018

XIII. Layoff (Reduction-In-Force) Guidelines (SHRA)

The layoff procedure assures equitable treatment of SHRA employees when reduction-in-force becomes necessary. A layoff might become necessary because of a reduction in work or funds, abolishment of a position, or other material change in duties or organization. A layoff decision should be reached only after other applicable measures have been explored, including but not limited to such actions as: delaying the filling of or elimination of vacant positions; limits on purchasing and travel; retraining of employees in needed skill sets; or job sharing and work schedule alternatives.

A. Covered Employees

This policy applies to SHRA career status employees (full-time and part-time) holding permanent appointments.

The following types of SHRA employees may be separated without following the layoff procedures of this policy: SHRA temporary employees, SHRA employees within their probationary periods and SHRA employees in time-limited permanent appointments.

Although this policy does not apply to EHRA and student appointments, departments should consider all staffing resources when determining positions to retain.

B. Procedures

A layoff decision requires a thorough evaluation of the need for specific positions and the relative efficiency of affected employees so that the University can provide the highest level of service possible with a smaller work force. The decision to layoff a particular employee or group of employees rests with the management overseeing the affected work unit(s).

1. **Work unit:** The work unit is a formally established and recognized unit, section, division, or department of the University in which employees perform a closely related set of functions or duties. Departmental

management may define individual research projects headed by a Principal Investigator (PI) as a separate work unit for the purposes of the layoff policy. Any such assertion is subject to appropriate justification that demonstrates the unique nature of the research project and the skills of its assigned staff members as contrasted with other research projects supervised by either the same or differing PIs within the same overall department or center.

The department determines which employees shall be laid off by applying the following factors in order:

- **University needs.** Consider the continuing work to be performed by the work unit(s) and the number of positions in each branch, role, and competency level necessary to perform the continuing work. Once the position(s) to eliminate have been identified, management must consider all employees in positions with the same or related classification. "Same or related" classification means positions in the identified branch, role, and competency level. In order to identify the affected employees, apply the remaining guidelines.
- **Type of appointment.** Temporary employees performing work comparable to work in the same or related classification must be terminated before any employee with a permanent appointment, provided that a permanent employee has the skills to perform the temporary employee's tasks. Employees with time limited or probationary appointments as well as trainees with less than six months of service must be terminated before any employee in the same or related classification with a permanent appointment, provided that the permanent employee has the skills to perform the tasks of the probationary employee or trainee.
- **Relative skills, knowledge, and productivity of employees.** Employees to be retained must demonstrate the skills and knowledge required for the continuing work of the work unit or be able to attain those skills and knowledge within a reasonable period of time in accordance with the operational needs of the work unit. Selection must be consistent with the employee's most recent annual performance review and employee competency assessment, as well as, other relevant documentation.
- **Length of total state service of employees.** Length of service shall be considered but may receive less weight in the determination. Eligible veterans must be accorded one year of state service for each year (or fraction thereof) of military service, up to a maximum of five years of credit.

- **Workforce diversity.** In accordance with federal guidelines affecting equal employment opportunity, any application of the layoff policy must be reviewed by the affected department(s) and Human Resources to determine its impact on the workforce diversity within the work unit(s).

Department management is accountable for documenting the basis for its decision in a manner that clearly demonstrates reasonable and consistent application of these factors. The Employment Consultants in the Office of Human Resources provide consultation to department management regarding the effective application and interpretation of the Office of State Human Resources Reduction in Force Guidelines. The Employment Consultants analyze the applicable factors, perform an adverse impact analysis and if all criteria are met, approve the layoff.

After OHR has approved the SHRA Layoff Request Form and at least 30 calendar days before the effective date of the layoff, the director or department head must provide the following information, in writing, to the employee(s) the reason for the layoff, effective date of the layoff, notification that OHR will contact them to arrange for a layoff information session (including details on the University's policy on priority re-employment, completion of necessary forms, availability of aid in seeking other employment, eligibility to apply for unemployment insurance benefits, other benefits information for separating employees, the estimated amount of severance pay being requested, if any and the right of SHRA permanent employees to appeal the layoff through the SHRA Grievance Policy.

XIV. Equal Employment Opportunity Planning

A. Workforce/Labor Force Analysis

The University's SHRA Job Group Analysis is reported by race, sex and disability status as of October 31, 2017.¹

Comparison of Incumbency to Availability is calculated using the Two Standard Deviation Method with incumbency source data from the University of North Carolina at Chapel Hill's Connect Carolina system.⁴ The 2010 U.S. Census occupation data by race and sex was used to identify the percentage of minorities and females in the SHRA Incumbency v. Estimated Availability Summary reports^{2,3} as of October 31, 2017 compared to Recruitment Area Availability (Alamance, Chatham, Durham, Orange and Wake counties).

¹ Chart 1: SHRA Job Group Analysis as of October 31, 2017;

² Chart 2: SHRA Incumbency v. Estimated Availability Detail as of October 31, 2017; and

³ Chart 3: SHRA Incumbency v. Estimated Availability Summary as of October 31, 2017

The University's recruitment area has experienced an increase in terms of population growth. The civilian labor force estimates¹ for the five counties in 2010 totaled 800,661 persons, and in 2017 it totaled 938,240 persons, a 17.18 percent increase.

These factors may reflect a change in the SHRA 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.

The comparison of the Staff Job Group Analysis to the recruitment area Estimated Availability is the basis for setting hiring objectives (Annual Placement Goals) by occupation category/JCAT/job group (see attached UNC JCAT and Crosswalk.) Hiring objectives are reviewed with departments when the availability percentage for the respective category exceeds the University's employment of minorities or females and when job openings are projected to become available during the period of the **Plan**. Any data arranged by the job group is presented to measure progress towards the University's commitment and for compliance with federal requirements. In addition, the evaluation of progress or determination of trends is critical to defining the need for corrective action.²

B. Job Opening Estimates

Job opening projections take into account the University data on SHRA permanent staff openings filled as of October 31, 2017. SHRA permanent openings filled for each of the last seven years totaled, as follows:

<u>Year</u>	<u>Openings Filled</u>
2017	777
2016	1,498
2015	1,291
2014	1,122
2013	1,137
2012	1,027
2011	938

These openings were filled by promotions, lateral transfers, and new hires. In 2016-2017, in addition to the 777 new hires, the University processed 265 promotions and 295 transfers.

¹ North Carolina Civilian Labor Force Estimates – Not Seasonally Adjusted – NC Dept. of Comm. Labor & Economic Analysis Division; and

² Chart 2: SHRA Incumbency v. Estimated Availability Detail as of October 31, 2017

C. Identification and Correction of Issues

Fluctuations in the number of openings filled each year can be attributed to changes in State-appropriated and Federal research funding, and employee terminations. In the past, SHRA employee terminations have remained less than 20% of the SHRA staff workforce, however, the numbers still significantly impact campus. In 2016-2017 the SHRA employee terminations totaled 819, which equaled 13% of the staff workforce and a decrease from the previous year. For the previous four years SHRA staff terminations totaled 979 in 2016, 931 in 2015, 862 in 2014, and 802 in 2013.

As the numbers indicate, SHRA employee retention continues to be an issue. Retention is further impeded by the State's non-competitive pay program and limited benefits package. Without a competitive pay policy adapted to the unique realities of this geographic labor market, the University likely will continue to experience difficulty in the recruitment and retention of qualified persons of any race, sex, veteran or disability status.

Current federal regulations have established an employment objective for protected veterans, based on the Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA), which equals a benchmark of 6.7%. In addition, federal regulations also established a utilization goal for qualified individuals with disabilities of 7.0%, for each job group, based on Section 503 of the Rehabilitation Act.

It is important to recognize that the UNC - Chapel Hill's 2017 Equal Employment Opportunity plan represents the third year the updated Vietnam Era Veterans' Readjustment Assistance Act, as amended (VEVRAA) at 41 CFR Part 60-300 and Section 503 of the Rehabilitation Act of 1973, as amended (Section 503) at 41 CFR Part 60-741 regulations were implemented. Employees were invited to self-identify as individuals with disabilities and qualified veterans, per Plan requirements, as of October 31, 2017 the response has been minimal. Several factors continue to contribute to the low percentages for individuals with disabilities and protected veterans, including the recent implementation of the new government regulations, as well as, a marginal level of comfort for employees and applicants to disclose personal information that, until the implementation of the new guidelines, was considered unlawful to request for employment purposes. As a result, for permanent SHRA employees, our overall utilization goal for individuals with disabilities is 4.5%, which is an increase of 1.6% from the previous year. While our hiring benchmark for protected veterans is 1.5%, we have seen a slight increase in the self-identification of veteran status to 2.6%, from our permanent SHRA employees. The University continues to train employees on the regulations, as well as, provide an understanding of how the data is used.

The training has been delivered via the "Blueprint for Engaged Supervision Training" (BEST) program, where the federal requirements for VEVRAA and

Section 503, format and frequency of the data request, data usage, and confidential recordkeeping of the data are explained in the “Non-Discrimination and Harassment Compliance” section of the training. The “From Posting through Probation”, employment section of the BEST training was also enhanced to provide a thorough understanding of the data use.

The University continues to expand its outreach and recruitment efforts to increase the number of minority, female, individuals with disabilities and veteran in the applicant pools. See Posting and Advertising Permanent Staff Position Openings (pg. 29) and the Job Opening Estimates for Occupations in Which Underutilization Occurs form (attachment #3) for further details.

D. Attainment of Previous Year Placement Goals

Numerous circumstances can impact workforce projections by race, sex and job group so that these are not always precise. The number of new positions that might be established and turnover in this dynamic labor market cause such projections to be estimates. In this context, percentage workforce goals to which the University is committed have been set where minorities and/or females are shown, by availability, to be under-represented in the University's workforce. The objective or “goal” is established to make good faith efforts that would result in an increase in the number of minorities or women in the workplace that equals or exceeds the number of minorities or women that are estimated to be available to work within the identified positions, therefore eliminating past practices of discrimination that resulted in current level of under-representation. These goals are shown in the **Plan's** Chart 3 Incumbency v. Estimated Availability Summary, Chart 4 Incumbency v. Estimated Availability, Chart 5 Annual Placement Goals, and Chart 8 Job Opening Estimates for Occupations in Which Underutilization Occurs, as of October 31, 2017. The percentage goals reflect the percent availability for the respective under-represented group in the respective job group. No goal is shown where the University's staff workforce in the respective job group already exceeds availability as identified by the availability study.

It is important to note that OSHR's Job Opening Estimates for Occupations in Which Underutilization Occurs Form is completed using a formula based on the annual increase of permanent SHRA hires. The 2017 Job Opening Estimates for Occupations in Which Underutilization Occurs Form reflects an estimated 546 hires for the identified underutilized job groups. However, the actual number of hires from November 1, 2016 to October 2017, was 333, reflecting a hire rate of 61% less than originally estimated. In addition, a review of the incumbency data also reflects a decrease of 263 staff employees within the identified job groups. The significant decrease in the estimated number of hires as well as the number of staff employees has a significant impact on meeting the goals established during the last plan year.

Based on an analysis of 2017 and 2018 EO Plan Placement Goals, the University was successful in meeting the goal for job groups 4D and 5B and, while not accomplishing the goals in their entirety, has successfully decreased under-representation for minorities in job groups 4E, 6B, and 7A. The 2018 Plan reflects Placement Goals for minorities in job groups 4E, 4F, 6B, 6C, 6F, 7A, and 7B for minorities, as well as, 6A, 6E and 7B for females.

Job Groups 4D and 5B, which were listed as under-represented on the Office of State of Human Resources 2017 Job Opening Estimates Form and have met their goals within the 2018 EO Plan, are excluded from the Goal Attainment table listed below:

**JOB OPENING ESTIMATES FOR OCCUPATIONS
IN WHICH UNDERUTILIZATION OCCURS
2017 EMPLOYMENT OBJECTIVES GOAL ATTAINMENT***

2017 Target Classifications	OPG Actual Hires	B/M Hires	B/F Hires	O/M Hires	O/F Hires	TOTAL Updated # Min. Hires	DISB % Hires	FMLE Updated # Hires (including W/F)	VET % Hires
Professionals (4D excluded) & 4E	111/20	14/0	6/0	9/0	4/1	33/18/1	0, 0%	10/18/1 6	0, 0%
Technicians & Technologists 6B (6F no hires)	58/27	6/3	3/1	7/1	2/1	18/8/6	0, 0%	5/8/6	0, 0%
Skilled Craft 7B (7A no hires)	51/23	4/0	3/0	6/0	2/0	15/7/0	0, 0%	5/7/0	1, 4%
Total Through 2017	546/70	3	1	1	2	164/94/7	0, 0%	49/94/2 2	1, 1.4%

****Excludes employees with missing race codes.***

*The underutilized data is from UNC Chapel Hill's equal employment opportunity plan's Incumbency v. Estimated Availability Analysis and coincides with identified Placement Goals by overall sex and race. A breakdown of race by sex was not available.

*Employment objectives are to represent a net increase in employment which does not include placements of underutilized groups that maintain their current representation levels.

Current Job Groups with Employment Objectives*	Male	Female
4E & 4F	5	5
6B, 6C & 6F	40	42
7A & 7B	23	0
*may positively impact achievement of goal if employees are of minority race	Total 115	

See Attachment 1 for General Administration Job Group Listings and Job Group/Occupational Classifications Crosswalk.

XV. Specific Provisions Regarding Equal Employment Opportunity for Individuals with Disabilities and Protected Veterans

A. Purpose

The Staff Equal Employment Opportunity Program for Individuals with Disabilities and Protected Veterans serves as a working document for taking affirmative action to employ and advance in employment qualified individuals with disabilities and protected veterans. In general, provisions that are unique for ensuring equal employment opportunities for individuals with disabilities and protected veterans are set forth in this section. In some instances when general provisions governing equal employment opportunity action encompass women, minorities, individuals with disabilities, and protected veterans, the provisions appear in early section of the Equal Employment Opportunity Plan.

The U.S. Department of Labor's Office of Federal Contract Compliance Programs published a Final Rule in the Federal Register that makes changes to the regulations implementing the Vietnam Era Veterans' Readjustment Assistance Act, as amended (VEVRAA) at 41 CFR Part 60-300, and Section 503 of the Rehabilitation Act of 1973, as amended (Section 503) at 41 CFR Part 60-741, effective March 24, 2014. The changes were enacted to strengthen the provisions of the regulations to aid contractors in their efforts to effectively recruit, hire, and retain protected veterans and individuals with disabilities. In conformance with the changes to the federal regulations for protected veterans and individuals with disabilities; the University of North Carolina has an obligation to set an annual benchmark for veterans and utilization goals for individuals with disabilities that serve as an equal opportunity objective. The University will apply good faith efforts to make these objectives attainable.

While current federal regulations have established an employment objective for protected veterans, based on the Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA), which equals a benchmark of 6.7% for protected veterans for the 2017 State EEO Plan. In addition, federal regulations also established a utilization goal for qualified Individuals with Disability of 7.0% based on Section 503 of the Rehabilitation Act.

Both the hiring benchmark and utilization goal serve as quantifiable methods by which the University can measure the progress and effectiveness

of our veteran and individuals with disabilities outreach, recruitment, and equal opportunity efforts.

B. 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.

C. 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. Job analysis is typically necessary only when there is a change in the duties and responsibilities that impact the qualifications and competencies required, such as for positions with low turnover. However, if the need arises the University analyzes specific job qualifications 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.

D. 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.

E. 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 Equal Opportunity and Compliance Office, in consultation with other University offices, is responsible for ensuring that appropriate accommodations are available for employees or applicants for employment who self-identify.

F. 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/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, staff and/or applicants should address their concerns to:

Equal Opportunity and Compliance Office
137 E. Franklin Street, Suite 404
CB #9160
(919) 966-3576

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

G. 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.

H. 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 equal employment opportunity 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 the equal employment opportunity program.

I. 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;

5. Establish and communicate hiring objectives 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 and;
7. Take necessary action to bring the program into compliance where the program is found to be deficient.

J. Responsibility for Implementation

The Equal Opportunity and Compliance Office 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.

K. 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.

L. Outreach

It is the University of North Carolina at Chapel Hill's intention to establish appropriate hiring objectives in order to improve the representation of veterans and individuals with disabilities where disparities exist. Continued outreach activities for 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, and 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.
- Facilitating Careers at Carolina Conversations (job fair) at veteran and vocational rehabilitation organizations, and 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.

SHRA EEO Plan Charts

Chart 1 – SHRA Job Group Analysis as of October 31, 2016

Chart 2 - SHRA Incumbency v. Estimated Availability Detail as of October 31, 2016

Chart 3 - SHRA Incumbency v. Estimated Availability Summary as of October 31, 2016

Chart 4 - SHRA Incumbency v. Estimated Availability as of October 31, 2016

Chart 5 - SHRA Annual Placement Goals as of October 31, 2016

Chart 6 – SHRA Organizational Display as of October 31, 2016

Chart 7 – SHRA Workforce Analysis as of October 31, 2016

Chart 8 - Job Opening Estimates for Occupations in Which Underutilization Occurs

SHRA EEO Plan Attachments

- #1. Occupational Classifications – GA Job Group Classifications and Crosswalk
- #2. Race and Ethnicity Descriptions
- #3. EEO Quantitative Analysis Form/Statistical Evaluation
- #4. OSHR Reduction in Force Policy