



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

**2019 EQUAL EMPLOYMENT  
OPPORTUNITY PLAN  
Federal Plan**

April 1, 2019 – March 31, 2020

UNC-CHAPEL HILL  
**Equal Opportunity and Compliance Office**  
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**Federal Equal Employment Opportunity Plan (“Plan”)  
(SHRA, EHRA Non-Faculty & Faculty)**

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## I. Chancellor's Letter



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

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### MEMORANDUM

TO: The University Community

FROM: Interim Chancellor Dr. Kevin Guskiewicz *KMG*

DATE: March 1, 2019

RE: 2019 Equal Employment Opportunity Plan

In compliance with state and federal laws<sup>1</sup>, the University has prepared this 2019 Equal Employment Opportunity Plan (the "Plan") setting forth our commitment to providing equal employment opportunities. The Plan shows us the composition of our workforce at Carolina and sets forth procedures we will use to help further our commitment to a diverse and inclusive work environment.

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

We take seriously our responsibility as a University community to promote equal opportunity principles in every decision impacting our faculty, staff and student employees. Accordingly, I hereby adopt this Plan as Chancellor and declare it effective March 1, 2019.

<sup>1</sup> The relevant federal regulations, which implement Executive Order 11246 and 13672, can be found at 41 C.F.R. Parts 60-1 and 60-2; the relevant state regulations are set forth in title 25 with chapter 1L, section .0100 of the North Carolina Administrative Code.

## II. UNC Chapel Hill EO Policy Statement

### EQUAL OPPORTUNITY POLICY STATEMENT

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.

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

#### A. Equal Opportunity Officer

The Equal Opportunity Officer for the University reports to the Senior Associate Vice Chancellor, and the Vice Chancellor for Workforce Strategy, Equity and Engagement. The duties of the Equal Opportunity Officer include the following:

1. To continuously monitor the administration of the **Plan**;
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. To evaluate the effectiveness of the **Plan**; including analyzing and maintaining workforce data;
4. To identify problems with respect to the implementation of the **Plan**;
5. To work to provide 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;

6. To take appropriate steps so the 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;
7. To work towards increasing diversity and implementing processes so that all newly hired, promoted, or appointed supervisors and managers are made aware of their responsibility to complete the required EEO/DF training, while significantly increasing the participation and completion rate of all current supervisory and management SHRA staff;
8. To keep the members of the University community informed of the progress and problems in the administration of the **Plan**;
9. 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;
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 females, 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, females, veterans and individuals with disabilities;
13. To serve as a consultant in all internal University equal opportunity related matters;
14. To advise the Vice Chancellor, Workforce Strategy, Equity, and Engagement concerning any needed revision(s) to the **Plan**;
15. To advise and assist the Vice Chancellor, Workforce Strategy, Equity, and Engagement and other senior administrative officers on equal opportunity matters; and
16. To meet with senior administrative officers and keep them informed of developments in all applicable equal opportunity areas including **Plan** goals and program objectives.

17. 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.

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, females, 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, females, 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, females, veterans or individuals with disabilities.

## **B. Responsibilities of Sr. Administrative Officers for Equal Opportunity**

The Equal Opportunity and Compliance Office and Senior University Leadership 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, females, 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.

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

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

The responsibility for oversight of EHRA non-faculty lies with the Vice Chancellor for Workforce Strategy, Equity and Engagement. In this instance, the Vice Chancellor has the primary responsibility for achieving the ends of equal opportunity with respect to EHRA non-faculty as well as the faculty. The other senior administrative officers work collaboratively to achieve this goal.

Departments are responsible and accountable together with the Equal Opportunity and Compliance Office, the Office of Human Resources and the University administration for meeting University goals which are designed to eliminate the under-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 5.9% 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 as Federal guidelines. 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.



### **C. Equal Opportunity Advisory Committee**

The work of an Equal Opportunity Advisory Committee is completed by several Committees and workgroups across campus including:

*Executive Advisory Council on Diversity and Inclusion:* This Council is made up of executive leaders on campus. The Council receives updates from the University's Diversity and Inclusion Council on recommended policies, practices and procedures to ensure equitable hiring process, a campus free of discrimination and harassment, and the promotion of an inclusive campus.

*Diversity and Inclusion Council:* This Council is made up of almost twenty University stakeholders. The Council provides guidance and input to the Executive Advisory Council on policies, procedures and practices that create and more inclusive working, learning and living environment.

*Disability Advisory Committee:* The Disability Advisory Committee is a longstanding University Committee led by the University's EOC. This Committee is comprised of a cross section of faculty, staff and students from across campus. The purpose of this Committee is gather information from employees and students regarding ways to continually improve employment and educational access to the institution for individuals with disabilities.

*Digital Accessibility Advisory Team:* The University's Digital Accessibility Advisory Team (DAAT) is comprised of leadership from a cross section of University Offices, including staff members from Accessibility Resources and Services (ARS), Communications, Facility Services, Information Technology Services (ITS) Communications, and Office of University Counsel (OUC). DAAT members are charged with responding to issues related to website accessibility and serving as a liaison with vendors related to digital accessibility.

*Religious Accommodations Advisory Committee:* The Religious Accommodations Advisory Committee (RAAC) is charged with ensuring that reasonable request for Religious accommodations/absences are provided. Additionally, the RAAC provides general guidance on practices and procedures for the University community pursuant to the Religious Accommodations Policy.

In addition to the aforementioned, currently existing, efforts, the University plans to create a centralized Committee that will still be informed/directed by the aforementioned 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.

#### **IV. Responsibility for Establishing Procedures for Employment**

The University has established procedures for two groups of employees:

- Subject to State Human Resources Act Employees (SHRA Employees)
- Exempt from State Human Resources Act Employees (EHRA Employees)

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 Faculty and 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, females, veteran, and individuals with disabilities applicants.

##### **A. 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 University Equal Opportunity Officer, Sr. Director of Employment and Staffing, Sr. Director of Classification & Compensation and the senior administrative officers.

Department staff complete and forward a request for each SHRA position recruited which includes information about the vacant position, information on where the position was advertised above and beyond the Office of Human Resources website, what special efforts were made to identify minority, female, individuals with disabilities and veteran candidates, and any other information evidencing a thorough search plan. The 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." 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.

The affirmative action process is structured so the Office of Human Resources can comment before key decisions are made, so that his or her advice may be

considered in a timely fashion prior to any step in a particular selection process that will otherwise exclude from further consideration a substantial portion of the candidates who are minorities, females, individuals with disabilities or veterans. 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 ensure the required monitoring.

## **B. Procedures for EHRA Employment**

The Equal Opportunity Officer requires submission of a Recruitment Plan which must include a description of each vacant Faculty or EHRA Non-Faculty position, information on where the position will be advertised, what special efforts will be made to identify minority, female, individuals with disabilities and veteran candidates, and any other information evidencing a thorough search plan.

The 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.” 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.

The affirmative action process is structured so that the EHRA Non-Faculty Human Resource department can comment before key decisions are made, so that any proffered advice may be considered in a timely fashion. With regard to tenured or tenure-track faculty positions, equal employment opportunity plans should provide for consultation between the faculty members involved in the selection process (or their college, school, or departmental representative) and the Academic Personnel department prior to any step in a particular selection process that will otherwise exclude from further consideration a substantial portion of the candidates who are minorities, females, individuals with disabilities and veteran candidates. Departments are required to submit an Interim Equal Opportunity document at the point at which the hiring department has identified the group of applicants from which those who are to be interviewed on campus will be selected. No candidate may be invited to campus for interview until the Interim document has been approved. If, at this point, a problem is perceived in the search process, a request for a review by the academic officer to whom the head of the appointing department reports, will be made.

The last stage of the search process is the submission of the Final Equal Opportunity Document to the EHRA Non-Faculty Human Resources department or Academic Personnel department at the time that the department is ready to recommend a candidate for appointment. Again, should the Equal Opportunity

Officer perceive deficiencies in the search process, he or she will request a review by the appropriate academic officer.

The intent of these procedures is not to substitute the Equal Opportunity Officer's judgment for the judgment of the faculty members in the hiring department, but rather to provide for timely consultation focusing on the following questions:

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

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

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

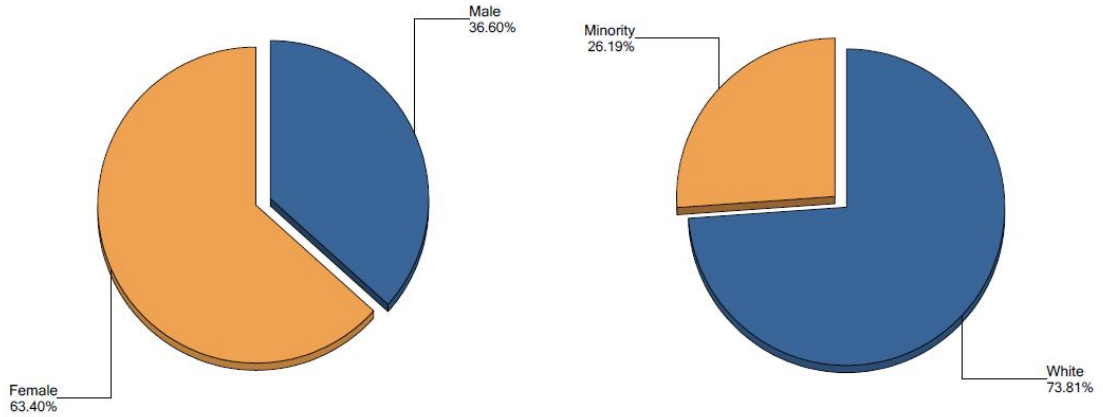
The 2010 U.S. Census occupation data by race and sex was used to identify the percentage of minorities and females in the EHRA Non-Faculty Incumbency v. Availability Summary reports as of October 31, 2018 compared to Recruitment Area Availability including county (Alamance, Chatham, Durham, Orange and Wake counties), state and national data. The University's recruitment area has experienced an increase in terms of population growth. The civilian labor force for the five relevant counties in 2010 totaled 800,661 persons, and in 2018 it totaled 950,491 persons – a 18.71% increase. These factors may correlate to dramatic changes in workforce availability. 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. Incumbency v. Estimated Availability Summaries for Faculty positions were calculated using separate availability data from the Survey of Earned Doctorates (SED) and Associate of American Medical Colleges (AAMC).

With the current changes to the total number of employees reflected in the Plan, the percentage of minority EHRA Non-Faculty has increased from 24% to 26%.

The total percentage of female EHRA Non-Faculty has increased from 62% to 63% of total EHRA Non-Faculty.

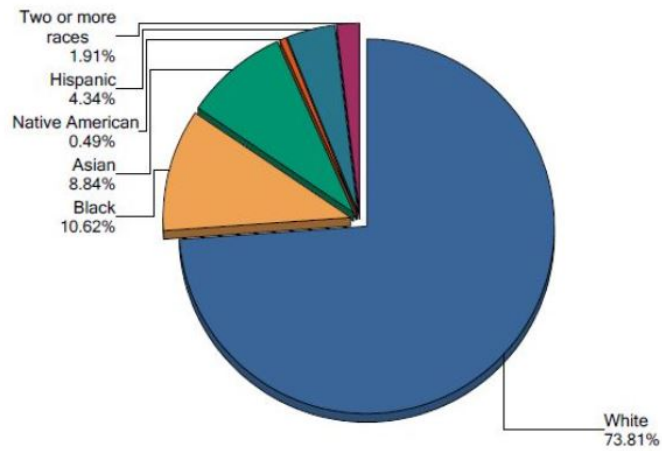
**2019 Federal EO Plan EHRA Non-Faculty  
Overall Representation Chart  
Analysis Data as of 10/31/2018**

Plan: UNCC - UNC CH



Male	903	36.60%
Female	1564	63.40%
<b>Total:</b>	<b>2467</b>	<b>100.00%</b>

White	1821	73.81%
Minority	646	26.19%
<b>Total:</b>	<b>2467</b>	<b>100.00%</b>

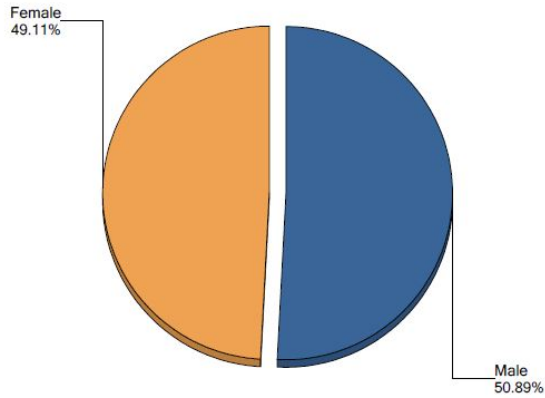


White	1821	73.81%
Black	262	10.62%
Asian	218	8.84%
Native American	12	0.49%
Hispanic	107	4.34%
Pacific Islander	0	0.00%
Two or more races	47	1.91%
<b>Total:</b>	<b>2467</b>	<b>100.00%</b>

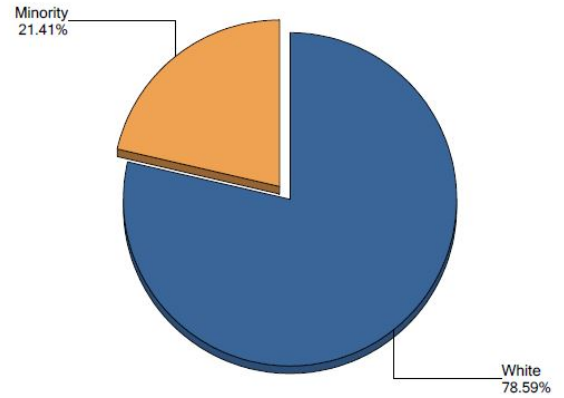
The percentage of minority Faculty overall has increased from 19% to 21%. The total percentage of female Faculty has remained at 49% of total Faculty.

2019 Faculty  
 2019 Federal EO Plan (Faculty)  
 Overall Representation Chart  
 Analysis Data as of 10/31/2018

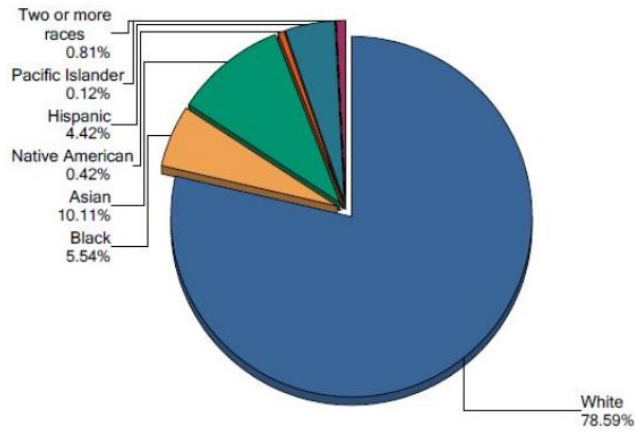
Plan: UNCCH - The University of North Carolina at Chapel Hill



Male	2648	50.89%
Female	2555	49.11%
Total:	5203	100.00%



White	4089	78.59%
Minority	1114	21.41%
Total:	5203	100.00%

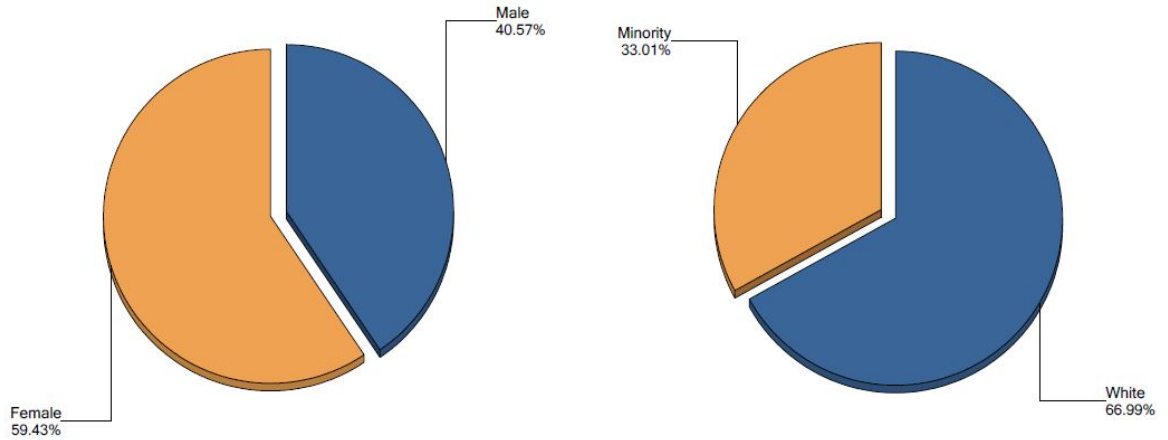


White	4089	78.59%
Black	288	5.54%
Asian	526	10.11%
Native American	22	0.42%
Hispanic	230	4.42%
Pacific Islander	6	0.12%
Two or more races	42	0.81%
Total:	5203	100.00%

The percentage of minority SHRA employees has increased from 31% to 33%. The total percentage of female SHRA staff has decreased slightly to 59% of total SHRA staff.

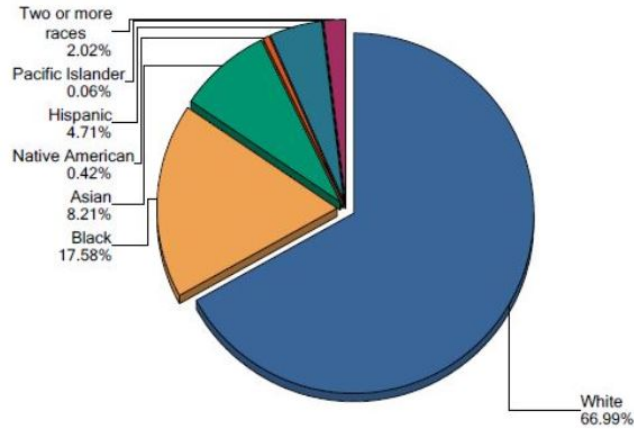
**2019 Federal EO Plan SHRA  
Overall Representation Chart  
Analysis Data as of 10/31/2018**

Plan: UNCCH - UNC CH



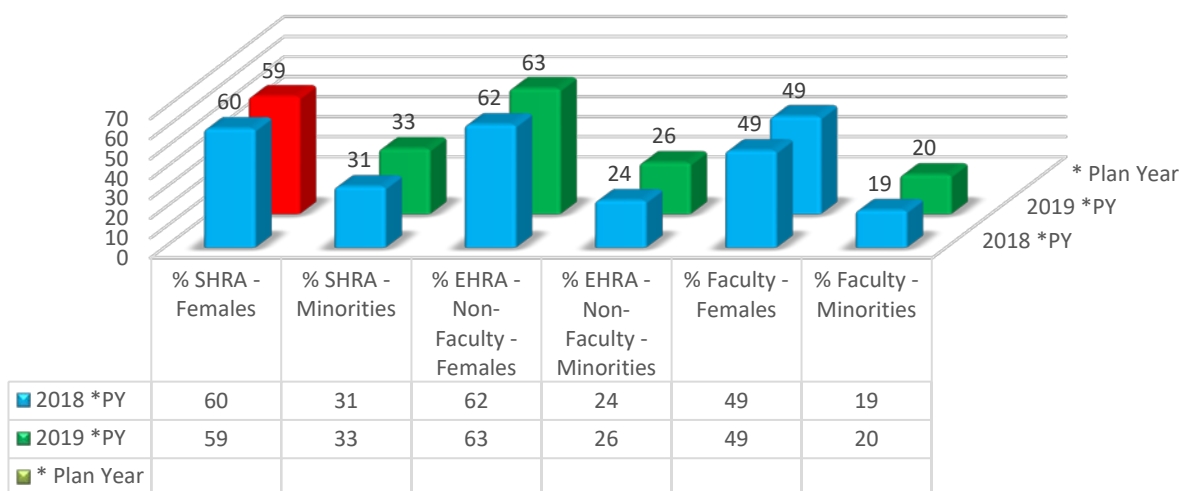
Male	3468	40.57%
Female	5081	59.43%
<b>Total:</b>	<b>8549</b>	<b>100.00%</b>

White	5727	66.99%
Minority	2822	33.01%
<b>Total:</b>	<b>8549</b>	<b>100.00%</b>



White	5727	66.99%
Black	1503	17.58%
Asian	702	8.21%
Native American	36	0.42%
Hispanic	403	4.71%
Pacific Islander	5	0.06%
Two or more races	173	2.02%
<b>Total:</b>	<b>8549</b>	<b>100.00%</b>

## Percentage Increase or Decrease of Females and Minorities from Previous Plan Year



The University continues to make efforts to increase the number of underrepresented minority and female applicants through the use of more targeted advertisements and outreach to minority groups.

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

- A. The composition of the workforce in terms of the overall numbers of minority groups and females continues to reflect the University of North Carolina at Chapel Hill's strong commitment to equal employment opportunity.
- B. The University of North Carolina at Chapel Hill's intention is to examine periodically the workforce composition and to establish appropriate goals in order to improve the representation of minorities and females where impediments may exist.
- C. Goals are established when the population of females or minorities in a job group is significantly less than the estimated availability. It is the University of North Carolina at Chapel Hill's intention to establish appropriate goals in order to improve the representation of females and minorities where disparities exist.
- D. The University of North Carolina at Chapel Hill has examined its total selection process, including position descriptions, job titles, application forms, interview procedures, referral procedures, the final selection process, training, compensation systems and employment activities. The result of this review has been to ensure that such employment practices are being uniformly applied without regard to age, color, disability, gender, gender expression, gender identification, genetic information, national origin, race, religion, sex, sexual



orientation, or veteran status. The Equal Opportunity Officer is responsible for reviewing this selection process periodically to assure that any requisite qualifications are job-related and non-discriminatory, and that all selection procedures are gender and race neutral.

- E. The University of North Carolina at Chapel Hill's physical facilities, sponsored recreation and social events and special programs, including educational assistance, are all applied and made available on a non-discriminatory basis. The use of the University of North Carolina at Chapel Hill's facilities will not be permitted on any basis inconsistent with the University Policy Statement on Non-Discrimination. All new employees are advised that all employee benefits, salaries and benefit programs are administered in a totally non-discriminatory fashion. The Equal Opportunity Officer is responsible for periodically reviewing these employment areas to ensure that there is no such discrimination.
- F. Management desires to make the work environment in the University of North Carolina at Chapel Hill supportive and has made efforts to obtain the views of the employees through surveys and other means.

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 5.9%. 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 2018 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/or qualified veterans, per Plan requirements. The University has continued to implement measures to increase the self-identification participation rate of its' employees to ensure that the analysis of the Plan reflects a more accurate accounting of the percentage of individuals with disabilities and veterans in our workforce. As a result, an action plan was initiated, developed and implemented to address the low self-identification participation rates of employees. Several factors contributed to the low participation rates. Training was developed to provide employees with current and clear information regarding the definition of an individual with a disability, and its relation to self-identification, specifically the University's need, use, and confidentiality of the data. The University has also launched the "Count Me In" Campaign" promoting the voluntary self-identification of disabilities. The initiatives have helped to increase self-identification of disability status for all employees from 2.9% as of 10/31/17 to 4% as of the current plan year. The University continues to train employees on the regulations, as well as, provide an understanding of how the data is used.

Training is also 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.

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

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

### **A. Selection**

The University of North Carolina at Chapel Hill continues to evaluate the entire selection process and to make every good faith effort to select persons according to ability and qualifications, while recognizing its commitment to take affirmative action to remove impediments to female, minority, individuals with disabilities, and veteran entrants. Recruitment sources are notified of the University of North Carolina at Chapel Hill’s Policy Statement on Non-Discrimination. There is no department or job group in the University of North Carolina at Chapel Hill that is limited or closed to employees of a particular age, color, disability, gender, gender expression, gender identification, genetic information, national origin, race, religion, sex, sexual orientation, or veteran status. Further, to help bring about equal employment opportunity, the University of North Carolina at Chapel Hill analyzes all selection techniques and employment standards periodically and, where they are found to create a potential impediment for females, minorities, individuals with disabilities, or veteran, to revise them unless they are job-related. The OHR Organization & Professional Development Department, in conjunction with Employment & Staffing, provides recruitment and selection training to managers and supervisor as well as other programs for supervisors, managers and employees.

### **B. Recruitment**

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

1. Recruitment Programs for SHRA Employees,
  - Posting the Staff Permanent Openings List daily on the on-line application system at [www.jobs.unc.edu](http://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](http://www.jobs.unc.edu) URL to other agencies, such as the Division of Employment Security, the University of North Carolina System Office 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, [ncdiversity.com](http://ncdiversity.com), [insidehighered.com](http://insidehighered.com) and [hercjobs.org](http://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.

2. Recruitment Programs for EHRA Non-faculty Employees,

Recruitment for faculty and EHRA non-faculty positions may, in addition to the above, include:

- Advertising broadly as appropriate in national professional journals and newspapers, regional journals and newspapers and web-based recruiting sources;
- Letters and announcements to other colleges and universities;
- Networking and interviewing at professional meetings;
- Special efforts to identify minority and female candidates through professional caucuses, organizations and schools with significant minority enrollments;

- Every effort is made to include minorities and females on search committees;
- Regular contact with representatives of veteran's groups, including the Division of Employment Security and Vocational Rehabilitation Services;
- All positions are posted automatically in UNC Employment Opportunities and Inside Higher Ed Jobs.com; and
- All advertisements include the statement: "EOE/AA/Females/Minorities/Veterans/Individuals with Disabilities'.

### **C. Promotions**

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

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

### **D. Training**

The 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, BEST (Blueprint for Engaged Supervision Training) as well as other programs for all employees.

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.

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 of age, color, disability, gender, gender expression, gender identity, genetic information, national origin, race, religion, sex, sexual orientation or veteran status. Employees are encouraged to 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 waiver, and other educational assistance programs is available at <https://hr.unc.edu/benefits/educational-assistance/>

### **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 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 <https://web.archive.org/web/20180803214701/https://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 has since had EEO Office team members trained to be state certified trainers and is now offering the course on campus.

### **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 open “Lunch

and Learn” sessions for University employees.

#### **E. Facilities**

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

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

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

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

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

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

Responsibility for monitoring, analyzing and evaluating the University’s equal opportunity progress for EHRA employees rests with the EHRA Non-Faculty Human Resources department, for faculty the Academic Personnel departments and for SHRA employees, the Employment & Staffing and Classification & Compensation Department within the Office of Human Resources. The following data is reviewed as part of the internal audit process:

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

The audit system includes periodic reports documenting the university's efforts to achieve its equal employment opportunity responsibilities. Annually the Equal Opportunity Officer compiles and analyzes an extensive report covering all aspects of equal employment opportunity progress. Employment activity reports for SHRA, EHRA Non-Faculty and Faculty employees are included in Appendices A, B and C respectively.

The matter of procedures employed and records kept in the course of recruitment, appointment, reappointment, and promotion activities of the schools and departments and of the officers and committees that review those actions are subject to continuing review and evaluation by the senior administrative officers of the University and by the Equal Opportunity Officer. The Equal Opportunity Officer will meet with and keep senior administrative officers informed of developments in the entire equal employment opportunity area.

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

#### **VIII. Work Unit Analysis - as of October 31, 2018**

- A. SHRA - Work Unit Analysis included in Appendix D.
- B. EHRA Non-Faculty - Work Unit Analysis included in Appendix E
- C. Faculty - Work Unit Analysis included in Appendix F.

#### **IX. Job Group Analysis - as of October 31, 2018**

- A. SHRA - Job Group Analysis included as Appendix G.
- B. EHRA Non-Faculty - Job Group Analysis included as Appendix H.
- C. Faculty - Job Group Analysis included as Appendix I.

**X. Incumbency vs. Availability Analysis - as of October 31, 2018**

- A. SHRA - Incumbency vs. Availability Analysis included in Appendix J.
- B. EHRA Non-Faculty - Incumbency vs. Availability Analysis included in Appendix K.
- C. Faculty - Incumbency vs. Availability Analysis included in Appendix L.

**XI. Placement Goals and Summary Analysis**

- A. SHRA -Placement Goals and Summary Analysis included in Appendix M.
- B. EHRA Non-Faculty - Placement Goals and Summary Analysis included in Appendix N.
- C. Faculty - Placement Goals and Summary Analysis included in Appendix O.

**XII. Attainment of Previous Year Placement Goals**

The University of North Carolina at Chapel Hill developed action-oriented programs designed to accomplish the established goals and objectives, thereby enhancing the employment and advancement opportunities for minorities and females. These efforts resulted in progress toward attaining goals and objectives and strengthening the equal employment opportunity program overall.

These goals are shown in the Plan's Incumbency vs. Availability, Placement Goals and Summary Analysis, as of October 31, 2018. 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 workforce in the respective job group already exceeds availability as identified by the availability study.

Based on an analysis of 2018 and 2019 EO Plan EHRA Non-Faculty Placement Goals, the goals for job groups 1B, 4A, and 4G (females.) While not accomplishing the goals in their entirety, the University has successfully decreased under-representation for job groups 1E (females), 4D and 4E (minorities.) The 2019 Plan reflects new and continued Placement Goals in job group 1E and 4L (females), as well as job groups 4D, 4E, 4H and 6A (minorities.)

Based on an analysis of 2018 and 2019 EO Plan SHRA Placement Goals, the University was successful in meeting the goals for job group 7A (females and minorities) and 4F and 6B (minorities) and 6A and 6E (females.) The analysis reflects a successful decrease in under-representation for job groups 5B, 6C, 6F and 7B (minorities). It also reflects new and continued Placement Goals in job groups 4D, 4E, 5B, 6A, 6C, 6F, and 7B (minorities), as well as job groups 4G, 7B and 8B (females.)



The University was successful in meeting placement goals for SHRA, EHRA Non-faculty and Faculty job groups. The breakdown of placement goals that have been met, as well as new and continued goals for SHRA, EHRA Non-faculty and Faculty are as follows:

<b>SHRA - Placement Goals</b>	<b>EHRA Non-Faculty - Placement Goals</b>
<b><i>Minorities</i></b>	<b><i>Minorities</i></b>
4D - Fiscal Affairs Prof.	4D - Fiscal Affairs Prof.
4E - External Affairs Prof.	4E - External Affairs Prof.
5B - Administrative / Office Support Spv.	4H - Research, Ext., and Other Educ. Prof.
6A - Institutional Tech / Paraprof.	6A – Institutional Tech/Paraprof.
6C – Research/Lab Tech/ Paraprof.	
6F – Environment Tech/Paraprof.	
7B – Skilled Craftsperson	<b><i>Females</i></b>
	1E - Heads of Administrative Divisions, Dept and Centers
<b><i>2018 Goals Met</i></b>	4L - Athletic Affairs Prof.
4F - Facilities Prof.	
6B - Technology Tech / Prof.	<b><i>2018 Goals Met</i></b>
7A - Skilled Craft Supervisor	1B - Senior Institutional & Chief Functional Officers
	4A - Academic Affairs Prof.
<b><i>Females</i></b>	4G - Information Technology Prof.
4G - Information Technology Prof.	
7B – Skilled Craftsperson	
8B - Service/Maintenance Staff	
<b><i>2018 Goals Met</i></b>	
6A – Institutional Tech/Paraprof.	
6E – Health Science Tech / Paraprof.	
7A - Skilled Craft Supervisor	

<b>Faculty - Placement Goals</b>	
<b>Minorities</b>	<b>Females</b>
School of Business	College of Arts & Sciences - Biology
School of Medicine - Psychiatry	College of Arts & Sciences - Biomedical Engineering
	College of Arts & Sciences - Communication
<b>2018 Goals Met</b>	College of Arts & Sciences - Peace, War and Defense
<i>College of Arts &amp; Sciences - Applied Physical Sci.</i>	College of Arts & Sciences - Statistics and Ops. Research
<i>College of Arts &amp; Sciences - Biology</i>	School of Business
<i>College of Arts &amp; Sciences - Biomedical Eng.</i>	School of Public Health - Biostatistics
<i>College of Arts &amp; Sciences - Classics</i>	VC for Research - Institute for Marine Sciences
<i>College of Arts &amp; Sciences - Environment Ecology</i>	
<i>College of Arts &amp; Sciences - Global Studies</i>	<b>2018 Goals Met</b>
<i>College of Arts &amp; Sciences - Philosophy</i>	<i>College of Arts &amp; Sciences - African, African-American &amp; Diasp.</i>
<i>School of Dentistry</i>	<i>College of Arts &amp; Sciences - Applied Physical Sciences</i>
<i>School of Library Science</i>	<i>College of Arts &amp; Sciences - Chemistry</i>
<i>School of Medicine - Anesthesiology</i>	<i>College of Arts &amp; Sciences - Dramatic Art</i>
<i>School of Medicine - Biochemistry &amp; Biophysics</i>	<i>College of Arts &amp; Sciences - Economics</i>
<i>School of Medicine - Family Medicine</i>	<i>College of Arts &amp; Sciences - History</i>
<i>School of Medicine - Medicine</i>	<i>College of Arts &amp; Sciences - Marine Sciences</i>
<i>School of Medicine - Microbiology &amp; Immunology</i>	<i>College of Arts &amp; Sciences - Mathematics</i>
<i>School of Medicine - Neurosurgery</i>	<i>College of Arts &amp; Sciences - Philosophy</i>
<i>School of Medicine - Obstetrics &amp; Gynecology</i>	<i>School of Library Science</i>
<i>School of Medicine - Otolaryngology (ENT)</i>	<i>School of Medicine - Biomedical Engineering</i>
<i>School of Medicine - Pathology &amp; Lab medicine</i>	<i>School of Medicine - Genetics</i>
<i>School of Medicine - Pediatrics</i>	<i>School of Medicine - Orthopaedics</i>
<i>School of Medicine - Pharmacology</i>	<i>School of Medicine - Pharmacology</i>
<i>School of Medicine - Allied Health Sciences</i>	<i>School of Medicine - Radiation Oncology</i>
<i>School of Nursing</i>	<i>School of Public Health - Environmental Science Eng.</i>
<i>School of Public Health - Biostatistics</i>	<i>School of Public Health - Health Policy Management</i>
<i>School of Public Health - Epidemiology</i>	<i>VC for Research - Institute for the Environment</i>
<i>School of Public Health - Health Behavior</i>	
<i>School of Public Health - Health Policy Mgmt.</i>	
<i>School of Public Health - Maternal Child Health</i>	
<i>School of Social Work</i>	
<i>VC for Research - Institute for the Environment</i>	

The 2019 Plan contains data for all permanent and temporary, part-time and full-time employees. 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 females in the workplace that equals or exceeds the number of minorities or females that are estimated to be available to work within the identified positions.

### **XIII. Equal Employment Opportunity Program for Individuals with Disabilities (41 CFR Part 60–741) and Protected Veterans (41 CFR Part 60-300)**

#### **A. Equal Opportunity Statement**

The University of North Carolina at 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 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 status; and ensure that all employment decisions are based only on valid job requirements.

In furtherance of this policy, the University prohibits harassment, intimidation, discrimination and any 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.

##### **1. Affirmative Action for 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.

The term "disability" with respect to an individual means a physical or mental condition that substantially limits one or more major life activities, having a record or history of such a condition, being thought of as having such a condition (perceived to have a disability) or an impairment that occurs in episodes or that is in remission if it substantially limits a major life activity when it is active.

##### **2. Affirmative Action for Protected Veterans**

The University Veterans' Preference policy applies to eligible veterans and eligible spouses/dependents in appreciation for their service to their country, and in recognition of the time and advantage lost toward the pursuit of a

civilian career, veterans shall be granted preference in University employment. The preference and service calculations defined shall apply to eligible veterans and eligible spouses/dependents in initial employment, subsequent employment, promotions, reassignments, lateral transfers and layoffs.

The University, as a government contractor, is subject to the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended by the Jobs for Veterans Act of 2002, 38 U.S.C. 4212 (VEVRAA), which requires Government contractors to take affirmative action to employ and advance in employment: (1) disabled veterans; (2) recently separated veterans; (3) active duty wartime or campaign badge veterans; and (4) Armed Forces service medal veterans.

These classifications are defined as follows:

A "disabled veteran" is one of the following:

- a veteran of the U.S. military, ground, naval or air service who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Secretary of Veterans Affairs; or
- a person who was discharged or released from active duty because of a service-connected disability.
- A "recently separated veteran" means any veteran during the three-year period beginning on the date of such veteran's discharge or release from active duty in the U.S. military, ground, naval, or air service.
- An "active duty wartime or campaign badge veteran" means a veteran who served on active duty in the U.S. military, ground, naval or air service during a war, or in a campaign or expedition for which a campaign badge has been authorized under the laws administered by the Department of Defense.
- An "Armed Forces service medal veteran" means a veteran who, while serving on active duty in the U.S. military, ground, naval or air service, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985.

## **B. Review of Employment Processes**

The University 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 and ensures that they do not stereotype individuals with disabilities and protected veterans. The University analyzes specific job qualifications every time there is a job vacancy to ensure that the qualification requirements do not screen out individuals with disabilities or qualified veterans. This analysis is completed on a case by case basis should an

individual with disabilities or qualified veteran 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.

The University also ensures that all educational and other training are open to qualified employees without regard to disability or veteran status.

As of March 24, 2014, the University began inviting all applicants to voluntarily self-identify as an individual with a disability and/or a veteran, at the pre-offer stage, and again at the post-offer stage, but before the applicant begins work, via the electronic application system, utilizing the format prescribed by the OFCCP in compliance with 41 CFR 60-300.42(a). On November 20, 2017, University employees were also invited to voluntarily self-identify as an individual with a disability and/or a veteran and will be initiated to do so annually.

### **C. Review of Physical and Mental Qualifications**

The University reviews the physical and mental job qualification standards as job qualification requirements are established or revised 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.

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. All qualification requirements approved are job-related or consistent with business necessity and the safe performance of the job.

### **D. Reasonable Accommodation to Physical and Mental Limitations**

The University is committed to equal opportunity in all aspects of employment for qualified individuals with a disability. In accordance with the Americans with Disabilities Act (ADA) and State law, and consistent with the University's Policy on Prohibited Harassment and Discrimination, it is the policy of the University to

provide reasonable accommodations in employment to qualified individuals with disabilities 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

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

#### **E. Harassment Prevention**

The University 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 the protected statuses including disability and veteran status.

Employees with complaints alleging discrimination or harassment because of his or her disability and/or veteran status are encouraged to utilize the Policy on Prohibited Discrimination, Harassment and Related Misconduct. The policy prohibits complicity for knowingly assisting in an act that violates the policy and retaliation against an individual because of their good faith participation in the reporting, investigation, or adjudication of violations of this policy. Employees are also encouraged to utilize grievance procedure(s) currently in effect at the University.

Employees or applicants should address their concerns to:

Equal Opportunity and Compliance Office  
214 W. Cameron Avenue, Chapel Hill, NC  
CB #9160  
(919) 966-3576

#### **F. 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. The University informs all employees and prospective employees annually of its commitment to engage in affirmative action to increase employment opportunities for individuals with disabilities and protected veterans;
3. The policy is included in employee orientation and is discussed thoroughly in the Blueprint for Engaged Supervision in Training (BEST) program;

4. Through completion of the NC Office of State Human Resource's *Equal Employment Opportunity and Diversity Fundamentals* (EEODF) training course is also a requirement for all supervisory and management staff;
5. By hosting the Empowering Carolina Disability Awareness event, celebrating the contributions of employees with disabilities;
6. In hosting the Tarheel Tribute event, celebrating faculty, staff and students who served in the military;
7. Applicants and employees who believe they are qualified individuals with a disability, or who are a qualified protected veteran are invited to identify themselves if they wish to benefit under this affirmative action program; and
8. Through "Spotlight" articles highlighting the accomplishments of individuals with disabilities and veteran employees within the University.

**G. 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 individuals with a disability and protected veterans have had an opportunity to participate in all university sponsored educational, training, recreational, and social events; and
5. Establish and communicate benchmark and utilization goals when the population of individuals with disabilities in a job group and University-wide protected veterans is significantly less than the established benchmark.

Measure the University's compliance with the equal employment opportunity program's specific obligations. Take necessary action to bring the program into compliance where the program is found to be deficient.

## **H. Responsibility for Implementation**

The Equal Opportunity Officer 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**.

## **I. Training**

All employees involved in 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.

## **J. Applicant and Hiring Data Collection Analysis**

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 5.9%. 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 the University's intention to establish appropriate goals in order to improve the representation of individuals with disabilities and veterans where disparities exist. It is important to recognize that the University's 2019 Equal Employment Opportunity Plan represents the fourth 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. The University has continued to implement measures to increase the self-identification participation rate of its' employees to ensure that the analysis of the Plan reflects a more accurate accounting of the percentage of individuals with disabilities and veterans in our workforce. As a result, an action plan was initiated, developed and implemented to address the low self-identification participation rates of employees. Several factors contributed to the low participation rates. Training was developed to provide employees with current and clear information regarding the definition of an individual with a disability, and its relation to self-identification, specifically the University's need, use, and confidentiality of the data. The University has also launched the "Count Me In" Campaign" promoting the voluntary self-identification of disabilities. The initiatives have helped to increase self-identification of disability status for UNC Chapel Hill employees from 3.1% to 3.7%. This has also resulted in increasing the number of job groups that meet the disability utilization goal from 2 to 6. The University continues to train employees on the regulations, as well as, provide an understanding of how the data is used.



As a result, the percentage of University employees who have identified as protected veterans and individuals with disabilities is 1.9% and 4% respectively. The number of job groups which met the IWD Utilization Goal during the Plan year increased from 1 to 6. Our current hiring benchmark for protected veterans is 2.3%.

**Applicant and Hiring Data Collection Analysis:**

- 1) Number of applicants who self-identified as:
  - a) Individuals with Disabilities = 4,105
  - b) Protected Veteran = 2,441
- 2) Total number of job openings and total number of jobs filled = 3,886
- 3) Total number of applicants for all jobs = 86,485
- 4) Number hired:
  - a) Individuals with disabilities = 146
  - b) protected veteran applicants = 89; and
- 5) Total number of applicants hired = 3,886

After analysis of applicant data, it was found that the total number of individuals with disabilities and protected veterans who have applied for and were offered positions with the University, is not representative of the total number of applicants who were informed of the open position through outreach resources. It was found that applicants who listed their referral from veteran and/or disability related resource were not consistent in also self-identifying their veteran and/or disability status. This inconsistency has a negative impact on assessing our outreach efforts, and has resulted in an effort to attract and educate applicants on the importance of identifying their recruitment sources and providing a self-identification during the application process.

**K. Utilization Analysis for Individuals with Disabilities**

Job Group	Job Group Name	*Employees	Total # IWD's	% IDW's
1A	Top Executive Officers	1	0	0%
1B	Senior Institutional & Chief Functional Officers	31	2	6%
1C	Institutional Administrators	24	0	0%
1D	Heads of Academic Divisions, Departments, & Centers	6	0	0%
1E	Heads of Administrative Divisions, Departments, & Centers	42	1	2%
2A	Faculty / Corps of Instruction	5204	102	2%
2B	Professionals with Academic Rank	9	0	0%
3A	Administrative Unit Heads / Professionals	68	1	1%
3B	Managers	12	0	0%

3C	Administrative Professional Associates	43	1	2%
4A	Academic Affairs Professionals	493	24	5%
4B	Student Affairs Professionals	268	12	4%
<b>4C</b>	<b>Institutional Affairs Professionals</b>	<b>253</b>	<b>22</b>	<b>9%</b>
4D	Fiscal Affairs Professionals	547	31	6%
4E	External Affairs & Communications Professionals	371	6	2%
4F	Facilities Professionals	94	6	6%
4G	Information Technology Professionals	649	28	4%
4H	Research, Extension, and Other Education Professionals	1094	28	3%
4J	Health Science Professionals	136	3	2%
4L	Athletic Affairs Professionals	115	1	1%
5A	Administrative / Office Support Managers	2	0	0%
<b>5B</b>	<b>Administrative / Office Support Supervisors, Leads, and Staff</b>	<b>1398</b>	<b>96</b>	<b>7%</b>
<b>6A</b>	<b>Institutional Tech / Paraprofessional</b>	<b>619</b>	<b>43</b>	<b>7%</b>
<b>6B</b>	<b>Technology Tech / Paraprofessional</b>	<b>299</b>	<b>20</b>	<b>7%</b>
6C	Research / Lab Tech / Paraprofessional	952	44	5%
6E	Health Science Tech / Paraprofessional	146	6	4%
6F	Environment Tech / Paraprofessional	29	1	3%
7A	Skilled Craft Supervisor	19	1	5%
<b>7B</b>	<b>Skilled Craftsperson</b>	<b>422</b>	<b>31</b>	<b>7%</b>
8A	Service/Maintenance Supervisor	1	0	0%
<b>8B</b>	<b>Service/Maintenance Staff</b>	<b>705</b>	<b>46</b>	<b>7%</b>
9C	Trainees/Fellows/Interns	2	0	0%
9D	Limited Term and Temporary Positions	2166	46	2%
Grand Total		16220	602	4%

*\*SHRA, EHRA Non-Faculty and Faculty*

## **L. Identification of Problem Areas**

Several factors continue to contribute to the minimal number of employees and applicants who have provided self-identification information on their disability and veteran status, including the 2015 implementation of the most recent Section 503 and VEVRA 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 previously considered unlawful to request for employment purposes. This analysis is consistent with an audit of the University self-identification data.

To provide a better understanding of the information related to individuals with disabilities and veterans, as well as to raise the comfort level and awareness of the purpose for the self-identification request, the University continues to train

employees on the recent regulations, and provide information regarding the use of the data solely for statistical purposes. While the University’s continued efforts have resulted in a significant decrease in the percentage of University employees who chose not to provide their veteran status from 77% to 37%, the percentage that chose not to provide disability status remained near 90%.

**M. External Dissemination of the Policy, Outreach and Recruitment Efforts**

The University undertakes appropriate outreach and positive recruitment activities. The University has notified its’s subcontractors, vendors and suppliers of its affirmative action efforts and obligations through the uses of purchase orders, contracts, and/or other means of notification.

It is the University’s intention to establish appropriate goals in order to improve the representation of individuals with disabilities and veterans where disparities exist. The following are lists of ongoing outreach activities the University participates in to fulfill its commitment to providing equal employment opportunities to individuals with disabilities and veterans.

<b>UNC Career Fair &amp; Event Participation</b>	<b>Location</b>	<b>Target Audience</b>
RecruitMilitary Raleigh	Raleigh, NC	Military Veterans
UNC-CH Diversity Career Fair	Chapel Hill, NC	Diversity
Military Job Fair	Fort Bragg, NC	Military Veterans
Alamance Community College	Graham, NC	Diversity
Orange County Department of Social Services	Hillsborough, NC	Individuals w/Disabilities
Military Job Fair	Fort Bragg, NC	Military Veterans
NC Division of Vocational Rehabilitation	Durham, NC	Individuals w/Disabilities & Vets
NC Works Career Center	Chapel Hill, NC	Military Veterans
BestHire	Raleigh, NC	Diversity
NCBLN Fall Conference	Charlotte, NC	Individuals w/Disabilities
Raleigh Veteran Job Fair	Raleigh, NC	Military Veterans
NCCU Spring 2018 Career & Internship Fair	Durham, NC	Diversity
NCCU 2018 Business & IT Career Fair	Durham, NC	Diversity
<b>Additional Outreach, Programming, Support &amp; Training</b>		
Empowering Carolina Series – Disability Awareness		
Green Zone Training for all Recruiters		
Mental Health First Aid – Certification		
Carolina Veterans Organization (CVO)		
TILG Meeting: Using Analytics to Identify Opportunities & Support Diversity		
Tar Heel Tribute - UNC Veterans		

UNC Veterans Program
Non-Discrimination (& Outreach) Training - Veterans Status - BEST
Non-Discrimination & Reasonable Accommodation Training (& Outreach) - IWD Status - BEST
OHR ADA/Reasonable Accommodations Presentations
Equal Employment Opportunity and Diversity Fundamentals Training (EEO/DF) – Veteran & IWD Status – BEST and University-wide
Search Committee & Implicit Bias Training
Higher Education Recruitment Consortium: Webinar - Create a Healthier Workplace by Empowering Emotional Intelligence
Higher Education Recruitment Consortium: Webinar – On-Boarding, Welcoming and Retaining Divers and In-Demand Candidates
Diversity THINKposium attendance
PATHSS (Project Achieve for Transitioning High School Students) Program
NC-Diversity and Inclusion Partners – (NC DIP)

<b>Additional Diversity Recruitment Sources</b>		
Diversity Recruitment Sources - EOC <a href="https://eoc.unc.edu/what-we-do/equitable-employment-opportunities/">https://eoc.unc.edu/what-we-do/equitable-employment-opportunities/</a>	Online	Extensive listing for diversity recruitment sources including HBCU's, Diversity Publications, Professional Organizations, Job Fairs and Conferences
Veterans in Higher Ed	Online	Veterans Recruitment
Asian Pacific Library Association	Online	Diverse Recruitment
African American Male Librarians Association	Online	Diverse Recruitment
Hispanic Outlook in Education Magazine	Online	Diverse Recruitment
Careerbuilder - Diversity	Online	Diverse Recruitment
Monster.com - Diversity	Online	Diverse Recruitment
Library Services for the Deaf via American Library Assoc.	Online	Diverse Recruitment
Chronicle of Higher Ed Diversity Network	Online	Diverse Recruitment
Diverse Issues in Higher Education	Online	Diverse Recruitment
Native American Jobs	Online	Diverse Recruitment
Latinos in Higher Ed	Online	Diverse Recruitment
Journal for Blacks in Higher Education/Women in Academic	Online	Diverse Recruitment
Women in Higher Ed	Online	Diverse Recruitment
Forwarding Postings		

Postings are automatically advertises vacancies on the following websites: <a href="http://jobs.unc.edu">jobs.unc.edu</a> , <a href="http://uncjobs.northcarolina.edu">uncjobs.northcarolina.edu</a> , <a href="http://localjobnetwork.com">localjobnetwork.com</a> , <a href="http://hercjobs.org">hercjobs.org</a> (Higher Education Recruitment Consortium), <a href="http://insidehighered.com">insidehighered.com</a> , <a href="http://indeed.com">indeed.com</a> , and <a href="http://nccommerce.com">nccommerce.com</a> .	Ongoing	Website
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In addition, the University also undertakes and considers the following activities in order to promote equal employment opportunities with individuals with disabilities and protected veterans.

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](http://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](http://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](http://localjobnetwork.com), [insidehighered.com](http://insidehighered.com) and [hercjobs.org](http://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.

### **Future Outreach Activities**

The University continually reviews the outreach and recruitment efforts throughout the Plan period to evaluate the effectiveness in identifying and recruiting qualified individuals with disabilities and qualified protected veterans. While building meaningful contacts, the University continues to seek out

**opportunities to participate in formal and informal job fairs and information sessions to attract more applicants.**