



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

**2021 EQUAL EMPLOYMENT
OPPORTUNITY PLAN
Federal Plan**

April 1, 2021 – March 31, 2022

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



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TO: The University Community
FROM: Kevin M. Guskiewicz, Chancellor 
DATE: March 1, 2021
RE: 2021 Equal Employment Opportunity Plan

In compliance with state and federal laws¹, the University has prepared this 2021 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 the 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 be guided by equal opportunity principles in every decision impacting our employees. Accordingly, I hereby adopt this Plan as Chancellor and declare it effective March 1, 2021

¹The relevant federal regulations, which implement Executive Order 11246 and 13672, can be found at 41 CFR Parts 60-1 and 60-2. The relevant state regulations are set forth in North Carolina Administrative Code, 25 NCAC 01L Section .0101.

II. UNC Chapel Hill Equal Opportunity 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 responsibilities, related to the **Plan**, include the following:

1. Continuously monitor the administration of the **Plan** and ensure its submission by March 1;
2. 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 to ensure 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. Advise and assist the Vice Chancellor of Human Resources and Equal Opportunity and Compliance and senior administrative officers with respect to equal opportunity matters;
5. 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. Identify problems with respect to the implementation of the **Plan**;
7. Keep the members of the University community informed of the progress and

- problems in the administration of the **Plan**;
8. Evaluate the effectiveness of the **Plan**; including analyzing and maintaining workforce data;
 9. 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. 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. Be a point of contact for organizations representing females, minorities, veterans, and individuals with disabilities;
 12. 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. 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. Serve as a consultant in all internal University EO related matters; and
 17. Advise the Vice Chancellor of Human Resources and Equal Opportunity and Compliance 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 ensure that recruiting and advertising efforts, both formal and informal, reach the widest possible number of potentially qualified and interested minority, female, 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, female, 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 their 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 the above committees have their essential roles in the achievement of equal employment opportunity in the University - roles as policy advisors, evaluators 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 proportional 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 Chancellor, Provost, Vice Chancellor for Human Resources and Equal Opportunity and Compliance, Associate Vice Chancellor for Human Resources, Associate Vice Chancellor for Equal Opportunity and Compliance, 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 5.7% 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 Human Resources and Equal Opportunity and Compliance 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.

C. Equal Opportunity Advisory Committee

The work of an Equal Opportunity Advisory Committee is currently completed by several Committees and workgroups across campus, as described below. In addition to these currently existing efforts, the University plans to create a centralized Equal Opportunity Advisory 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.

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 campuses.

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 faculty, staff, and students from across campus. The purpose of this Committee is to gather information from employees and students regarding ways to continually approve 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 Equal Opportunity and Compliance (EOC), 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 accommodations for religious beliefs or practices are provided.

Additionally, the RAAC provides general guidance on practices and procedures for the University community pursuant to the Religious Accommodations Policy.

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, female, individuals with disabilities and veteran applicants.

The University has implemented the Carolina Hiring Playbook (<https://hr.unc.edu/managers/hiring/>) to help HR representatives, hiring managers and other members of the Carolina community navigate our improved hiring process for SHRA and EHRA Non-Faculty positions. The Playbook not only provides a more efficient and successful hiring system, it also includes the following ways to improve equity, diversity and inclusion in the hiring process:

- Advertising to underrepresented constituencies
- Choosing diversity-sensitive committees
- Completion of new search committee training
- Use of structured evaluation methods

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.

Procedures for SHRA and EHRA Employment

A department needing to fill an open permanent position notifies Employment & Staffing by submitting a request to post a position to their department's Human Resources representative. The Human Resources representative initiates the posting in the applicant tracking system. The Talent Acquisition Partners 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.” Talent Acquisition Partners 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. Talent Acquisition Partners also consult with the department about including additional job duties and essential skills, as well as preferred qualifications in vacancy announcements. In addition, Talent Acquisition Partners 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 their 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.

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

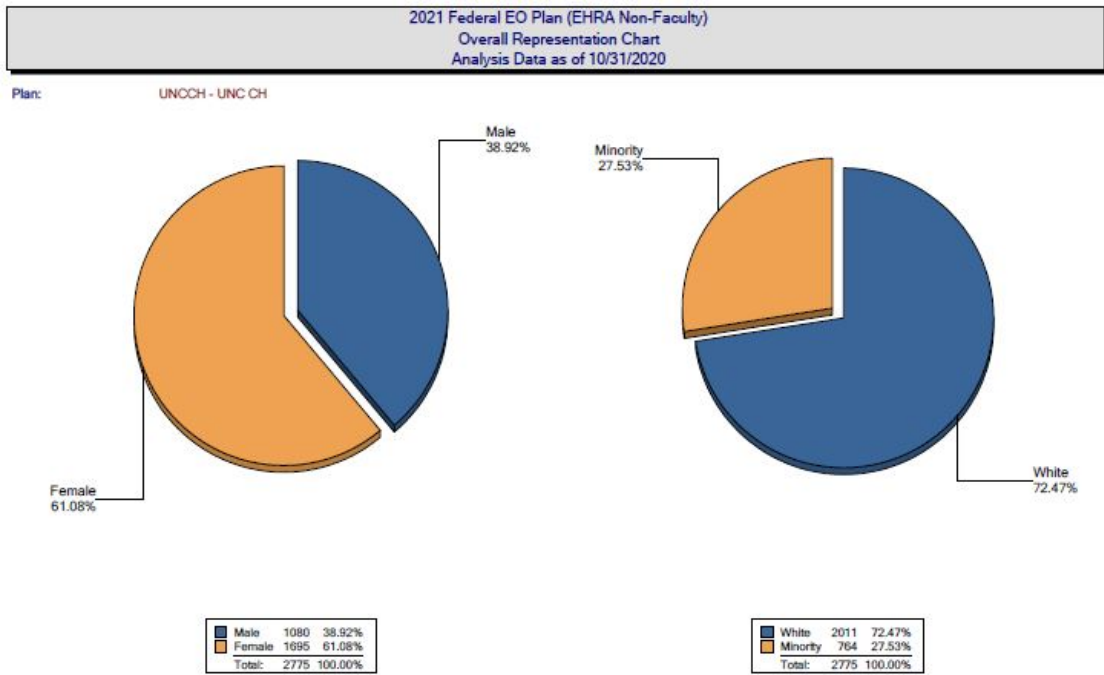
In making an in-depth analysis of the University of North Carolina at Chapel Hill’s total employment process, particular attention has been paid to those categories where minority groups and females may face impediments to equal employment opportunities.

The 2010 U.S. Census occupation data by race and sex was used to identify the percentage of minorities and females in the SHRA and EHRA Non-Faculty Incumbency v. Availability Summary reports as of October 31, 2020 compared to Recruitment Area Availability including county (Alamance, Chatham, Durham, Orange and Wake counties), state and national data. 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).

The University's recruitment area has experienced an increase in terms of population growth from 2010. The North Carolina Civilian Labor Force Estimates for the five counties in 2010 totaled 800,661 persons, and in 2020 it totaled 942,549 persons, which is a 17.7% percent increase from 2010, yet a 4.2% decrease from 2019. The 4.2% decrease in the five county North Carolina Civilian Labor Force led to an exodus of potentially qualified applicants and employees from within the state.

The emergence of the COVID-19 pandemic has led to significant budget deficits for the University. These challenges in turn have led to the need for strategic budget reductions including freezing vacant positions that were scheduled to be filled during the Plan year. Although the University has decreased the number of open positions, it continues to expand its outreach and recruitment efforts to increase the number of minority, female, individuals with disabilities, and veteran applicants.

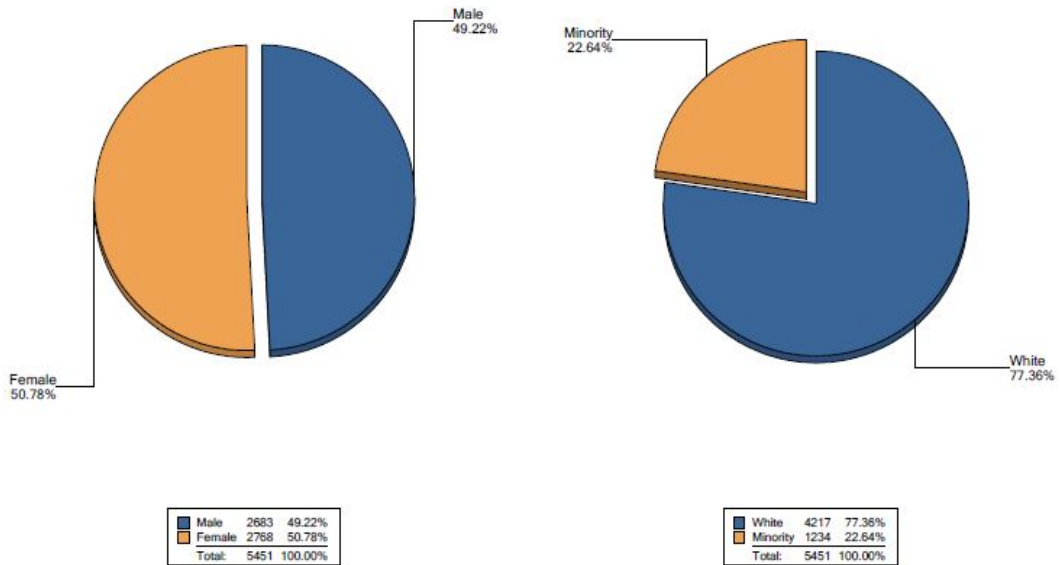
With the current changes to the total number of employees reflected in the Plan, the percentage of minority EHRA Non-Faculty has increased from 27% to 28%. The percentage of female EHRA Non-Faculty has decreased from 62% to 61% of total EHRA Non-Faculty.



The percentage of minority Faculty overall has increased from 22% to 23%. The percentage of female Faculty has increased from 50% to 51% of total Faculty.

2021 Federal EO Plan (Faculty)
Overall Representation Chart
Analysis Data as of 10/31/2020

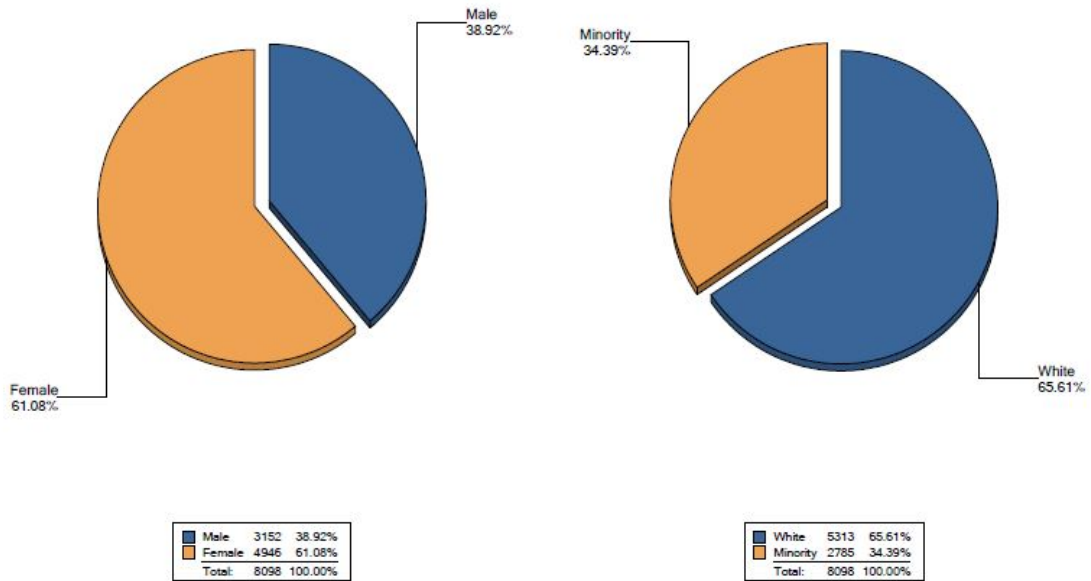
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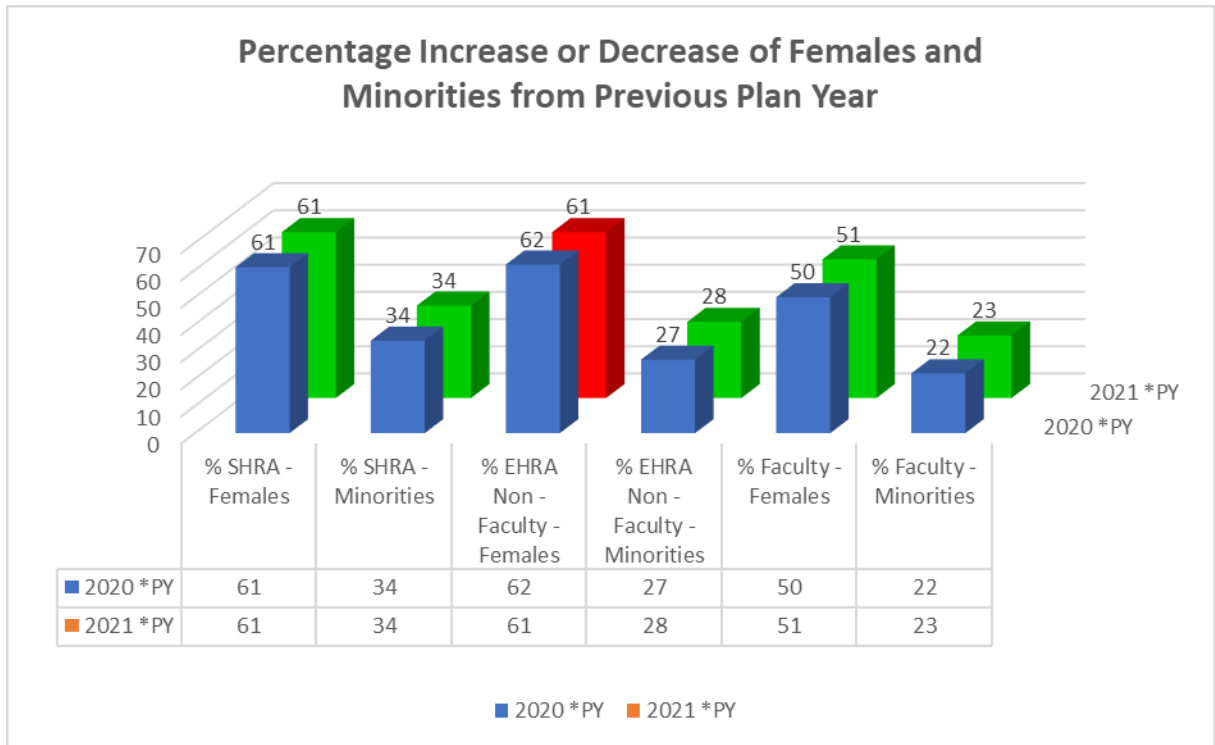


The percentage of minority SHRA employees has remained the same at 34%. The percentage of female SHRA staff has increased to 60% to 61% of total SHRA staff.

2021 Federal EO Plan (SHRA)
Overall Representation Chart
Analysis Data as of 10/31/2020

Plan: UNCCH - UNC CH





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 goal 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 ensure 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 seeks 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 5.6%. 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.

UNC - Chapel Hill's 2021 Equal Employment Opportunity plan represents 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 regulations were implemented. Employees are invited to self-identify as individuals with disabilities and/or qualified veterans, per **Plan** requirements.

The University continued its efforts to increase the self-identification of individuals with disabilities by providing training to employees with current and clear information on the definition of "disability," and the purpose of self-identification, specifically the University's need, use, and confidentiality of the data. The University continues to promote the voluntary self-identification of individuals with disabilities through its "Count Me In" campaign, which is a series of campus programs that raise awareness for individuals with disabilities. Self-identifying a disability serves two purposes: One is making sure the University is complying with federal regulations that require the statistical tracking of the disabled population. The second and most important reason for promoting the campaign, is to ensure that the campus community is welcoming and inclusive for all, including individuals with disabilities.

The initiatives have helped to increase self-identification of disability status for all employees from 5.26% as of 10/31/20 to 6.34% for this current plan year. The University continues to train employees on the regulations, as well as provide an understanding of how the data is used for individuals with disabilities and veterans.

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** effort¹ 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 veterans, 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 supervisors as well as other programs for supervisors, managers and employees.

¹Good Faith Efforts are goal-setting efforts to eradicate and prevent discrimination in the hiring process, which should produce positive, measurable results.

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. 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's of Social Services, and other area employers;
 - Periodically contacting community organizations such as the NC Commerce, Workforce Solutions Division as well as organizations for veterans and Individuals with Disabilities (IWD);
 - Providing the www.jobs.unc.edu URL to other agencies, such as the NC Commerce, Workforce Solutions Division, 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;
 - Recommending placing advertisements through Graystone Advertising Group, 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, circaworks.com, insidehighered.com and herejobs.org;
 - Attending and networking at professional meetings such as Triangle Industry Liaison Group (TILG) meetings and Disability: IN NC; 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 create diverse search committees;
- Regular contact with representatives of veteran's groups, including the NC Commerce, Workforce Solutions Division 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, Blueprint for Engaged Supervision Training (BEST) 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.

Additional 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. 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. 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/>.

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 <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 has since had EEO Office team members trained to be state certified trainers and is now offering the course on campus and online due to COVID-19.

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 & Unconscious Bias, 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's** 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 prompt corrective action.

VIII. Work Force Analysis - as of October 31, 2020

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

IX. Job Group Analysis - as of October 31, 2020

- 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, 2020

- 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 its 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, 2019. 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 2020 and 2021 EO Plan SHRA Placement Goals, the University was successful in meeting the goals for job groups 5A (females) and 6B (minorities.) The 2021 Plan reflects new and continued Placement Goals in job groups 4A, 4D, 4E, 5B, 6A, 6C, 6F, and 7B (minorities), as well as job groups 4G, 4L, 6F, 7B and 8B (females.)

Based on an analysis of 2020 and 2021 EO Plan EHRA Non-Faculty Placement Goals, the University was successful in meeting the goals for job groups 1E, 4L (females) and 4E and 6C (minorities.) The 2021 Plan reflects new and continued Placement Goals in job group 1E (females), as well as job groups 4E and 4H (minorities.)

The University was successful in meeting some of the 2020 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:

2021 SHRA - Placement Goals	
Minorities	Females
4A - Academic Affairs Prof.	4G - Information Technology Prof.
4D - Fiscal Affairs Prof.	4L - Athletic Affairs Prof.
4E - External Affairs Prof.	6F - Environment Tech/Paraprof.
5B - Administrative / Office Support Spv.	7B – Skilled Craftsperson
6A - Institutional Tech / Paraprof.	8B - Service/Maintenance Staff
6C – Research/Lab Tech/ Paraprof.	
6F – Environment Tech/Paraprof.	
7B – Skilled Craftsperson	
2020 Minority Goals Met	2020 Female Goals Met
6B - Technology Tech / Prof.	5A - Administrative / Office Support Spv., Leads, and Staff
2021 EHRA Non-Faculty - Placement Goals	
Minorities	Females
4E - External Affairs & Communications Prof.	1E - Heads of Administrative Divisions, Depts and Centers
6C – Research/Lab Tech/ Paraprof.	4L - Athletic Affairs Prof.
2020 Minority Goals Met	2020 Female Goals Met
4H - Research, Ext., and Other Educ. Prof.	none

2021 Faculty - Placement Goals	
Minorities	Females
Kenan-Flagler Business School	College of Arts & Sciences - Biology
	College of Arts & Sciences - Biomedical Engineering
	Kenan-Flagler Business School
	School of Media and Journalism
	School of Public Health - Biostatistics
2020 Minority Goals Met	2020 Female Goals Met
School of Medicine - Psychiatry	College of Arts & Sciences - African, African-Amer. & Diasp.
	College of Arts & Sciences - Art History
	College of Arts & Sciences - Marine Sciences

The 2021 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. 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).

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* (EEO/DF) 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 5.6%. 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. The University continues to promote 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. 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 also launched the "Count Me In" Campaign" promoting the voluntary self-identification of disabilities. The initiatives helped to increase self-identification of disability status for UNC Chapel Hill employees from 3.7% to 6.3%. 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 2.0% and 6.3% respectively. The number of job groups which met the IWD Utilization Goal during the Plan year increased from 17 to 18. Our current hiring benchmark for protected veterans is 2.0%.

Applicant and Hiring Data Collection Analysis:

- 1) Number of applicants who self-identified as:
 - a) Individuals with Disabilities = 3,609
 - b) Protected Veteran = 1,506
- 2) Total number of job openings and total number of jobs filled = 2,954
- 3) Total number of applicants for all jobs = 61,704
- 4) Number hired:
 - a) Individuals with disabilities = 151
 - b) protected veteran applicants = 59; and
- 5) Total number of applicants hired = 2,954

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 had 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	*Emplo yees	Total # IWD's	% IWD's
1A	Top Executive Officers	1	0	0%
1B	Senior Institutional & Chief Functional Officers	30	2	7%
1C	Institutional Administrators	25	2	8%
1D	Heads of Academic Divisions, Departments, & Centers	9	0	0%
1E	Heads of Administrative Divisions, Departments, & Centers	44	4	9%
2A	Faculty / Corps of Instruction	12,294	623	5%
2B	Professionals with Academic Rank	8	1	13%
3A	Administrative Unit Heads / Professionals	76	2	3%
3B	Managers	14	0	0%
3C	Administrative Professional Associates	57	6	11%
4A	Academic Affairs Professionals	496	51	10%
4B	Student Affairs Professionals	277	28	10%
4C	Institutional Affairs Professionals	252	46	18%
4D	Fiscal Affairs Professionals	590	56	9%
4E	External Affairs & Communications Professionals	383	21	5%
4F	Facilities Professionals	92	13	14%
4G	Information Technology Professionals	659	47	7%
4H	Research, Extension, and Other Education Professionals	1194	66	6%
4J	Health Science Professionals	154	8	5%
4L	Athletic Affairs Professionals	110	1	1%
5A	Administrative / Office Support Managers	5	0	0%
5B	Administrative / Office Support Supervisors, Leads, and Staff	1368	145	11%
6A	Institutional Tech / Paraprofessional	588	65	11%
6B	Technology Tech / Paraprofessional	309	29	9%
6C	Research / Lab Tech / Paraprofessional	968	71	7%
6E	Health Science Tech /Paraprofessional	154	16	10%
6F	Environment Tech / Paraprofessional	30	1	3%
7A	Skilled Craft Supervisor	19	2	11%
7B	Skilled Craftsperson	408	47	12%
8A	Service/Maintenance Supervisor	1	0	0%
8B	Service/Maintenance Staff	704	59	8%
9C	Trainees/Fellows/Interns	5	0	0%
9D	Limited Term and Temporary Positions	1847	54	3%
Grand Total		23171	1466	6.33%
<i>*SHRA, EHRA Non-Faculty and Faculty</i>				

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 decrease in the percentage of University employees who chose not to provide their veteran status the number who chose not to provide this information remains high.

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 emergence of the COVID-19 pandemic has led to a significant budget deficits for the University. These challenges in turn have led to the need for strategic budget reductions including freezing vacant positions that were scheduled to be filled during the Plan year. This also led to a significant decrease in outreach and recruitment during the Plan year. The following are lists of outreach activities the University participated in to fulfill its commitment to providing equal employment opportunities to individuals with disabilities and veterans.

Career Fair, Outreach & Event Participation	Location	Target Audience
Employment Best Practices Discussion w/Elizabeth City State University Chief HR Officer	Online	Diversity
Individual Consultations with Schools/Division to discuss increasing diversity in hiring	Chapel Hill, NC	Diversity
North Carolina for Military Employment Summit (NC4ME)	Cary, NC	Veterans

Recruit Military job fair	Recruitmilitary.com @ Vaughn Towers at Carter Finley Stadium	Veteran
Reverse Job Fair Effort to promote DHHS, Voc Rehab Internship Program for individuals with disabilities.	Chapel Hill, NC	Individuals w/Disabilities
UNC-CH Diversity Career Fair	University Career Services @ Chapel Hill, NC	Diversity
NC CUPA-HR Fall Conference	Asheville, NC	Diversity, Individuals w/Disabilities
Disability IN NC - Our Ability jobs portal intro webinar	Webinar	Individuals w/Disabilities
Maximizing HR's Role in Supporting OFCCP & EEO Compliance Audits	Webinar	Diversity
Triangle Industry Liaison Group Webinar on "Woman-splaining Pay Equity,"	Webinar	Diversity
Cornerstone Convergence Unbound Conference	Webinar	Diversity, Individuals w/Disabilities
Diversifying Staff and Administrator Leadership Positions: Beyond Targets to Action	Webinar	Diversity, Individuals w/Disabilities
Diversity without Legal Trouble - Triangle Industry Liaison Group	Webinar	Diversity
Emerging Technologies in Higher Education and the Future of Work	Webinar	Diversity
How to Build a Diverse Talent Pipeline	Webinar	Inclusion
How to Lead Now: Managing Change and Building Resilience	Webinar	Diversity
Managing Talent for Growth and Advancement	Webinar	Diversity
PeopleConnect Conference	Webinar	Diversity, Individuals w/Disabilities
Race, Racism, and Racial Equity Symposium	Webinar	Diversity
The Untapped Talent Pool - Triangle Industry Liaison Group Meeting	Webinar	Diversity, Individuals w/Disabilities
Triangle Industry Liaison Group Webinar on Individuals w/Disabilities	Webinar	Individuals w/Disabilities
UNC System HR Community Resilience Summit	Webinar	Diversity
Using Technology to Make the Talent Search More Efficient and Fair	Webinar	Diversity, Individuals w/Disabilities

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. 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, circaworks.com, 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.

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.