



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

2024 EQUAL EMPLOYMENT OPPORTUNITY PLAN
Federal Plan

April 1, 2023 – March 31, 2024

UNC-CHAPEL HILL
Equal Opportunity and Compliance Office
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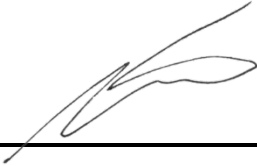
II. Chancellor’s Letter

TO: University Community
FROM: Lee H. Roberts, Interim Chancellor
DATE: March 31, 2024
RE: 2024 Equal Employment Opportunity Plan

In compliance with state and federal laws¹, the University has prepared this 2024 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 of all forms 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 31, 2024.



03/28/2024

Chancellor’s Signature

Date

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.

UNC Chapel Hill 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

This section is required pursuant to 41 C.F.R. § 60-2.17(a).

A. Equal Opportunity Officer's Responsibilities

The Equal Opportunity Officer responsibilities include the following:

1. Continuously monitor the administration of the Plan and ensure its completion by April 1.
2. Help devise systems for the implementation of the Plan and the achievement of all program goals.
3. Ensure all employees are made aware of the EEO Policy including the Annual EEO Plan and relevant policies and develop strategies to prevent unlawful workplace harassment and retaliation in the workplace.
4. Receive and maintain complaints from individuals with respect to employment actions alleged to have been based on discrimination related to protected status.
5. Advise management of the EEO program's impact and effectiveness.
6. Identify problems with respect to implementation of the Plan.
7. Keep members of the University community informed of the progress and problems in 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. Department of Labor, the U.S. Department of Education, the Equal Employment Opportunity Commission, and other appropriate federal agencies with respect to EEO matters.
10. 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.

11. Establish and maintain effective working relations with groups concerned with EEO and Diversity & Inclusion.
12. Coordinate programs to achieve program objectives.
13. Present information on the EEO Plan and program to management and employees on a regular basis.
14. Ensure all newly hired, promoted, or appointed supervisors and managers complete required EEO training in accordance with N.C.G.S. 126-16.1.

B. Equal Employment Opportunity Committee

The Equal Employment Opportunity Committee's responsibilities include the following:

1. Serve as a communication link between managers, employees, and EEO staff on aspects of the EEO plan and program.
2. Review and evaluate the EEO plan and program.
3. Survey the organizational climate and employee attitudes and evaluate the resulting data.
4. Identify recruitment resources and other activities decided to strengthen the EEO program.

The work of an Equal Employment Opportunity Committee is currently completed by several Committees and workgroups across campus, including, but not limited to, those described below, in conjunction with members of the Equal Opportunity and Compliance Office and Office of Human Resources.

University Diversity, Equity & Inclusion Council: The University Equity, Inclusion, and Diversity Council at the University of North Carolina at Chapel Hill serves as the advisory and recommending body to the Chief Diversity Officer, and liaisons to schools and colleges across campus. The DEI Council will work closely with the Chief Diversity Officer to help implement Carolina's diversity, equity, and inclusion action plan and to promote knowledge, skills, and best practices. The council will also represent a collective voice to advise the Provost and Chancellor on best practices for structural change. Membership information is available on the Council's webpage.

University Diversity, Equity & Inclusion Council | University Office of Diversity & Inclusion

Dean's Faculty Diversity and Staff Diversity Advisory Committees: The College of Arts & Sciences Advisory Committees aim to improve the climate for diversity in the college by advising the Dean on diversity issues, proposing strategies for creating more diversity in the College as a whole, and supporting diversity efforts in departments and units. Additionally, the committees are charged with critically reviewing the progress of the College in the area of diversity and making recommendations to the Dean on strategies to create a culture of inclusive excellence for faculty, students and staff.

Senior Administrative Officers, Managers, and Supervisors

Senior Administrative Officers of the University include the Vice Chancellor for Human Resources and Equal Opportunity and Compliance, the Senior Associate Vice Chancellor for Human Resources, the Associate Vice Chancellor for Equal Opportunity and Compliance, and the Vice Provost for Equity and Inclusion/Chief Diversity Officer.

These Senior Administrative Officers have responsibility for implementing elements of the EEO Plan, including the following:

1. Assist in the development and implementation of the EEO Plan and Program and establish program objectives.
2. Assist the EEO Officer in periodic evaluations to determine the effectiveness of the EEO program.

IV. Responsibility for Establishing Procedures for Employment

The University has established procedures for two groups of employees:

- Employees subject to the State Human Resources Act (SHRA Employees)
- Employees exempt from the State Human Resources Act (EHRA Employees)

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 provides a more efficient and successful hiring system and includes the following ways to improve equity, diversity and inclusion in the hiring process:

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

Procedures for SHRA and EHRA Employment

A department that needs 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." The Talent Acquisition Partners use information from the state job classification and any additional information provided by the hiring department to review the vacancy announcement and ensure its compliance with State and University requirements. The 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, the 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 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, women, 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

This section is required pursuant to 41 C.F.R. § 60-2.17(b).

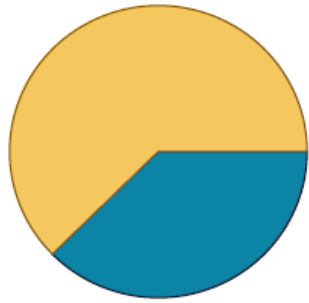
In making an in-depth analysis of the University of North Carolina at Chapel Hill's total employment process, particular attention has been paid to those categories where minority groups and females may face impediments to equal employment opportunities.

The 2020 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, 2023, 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).

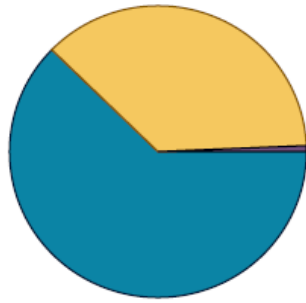
The University's recruitment area has experienced an increase in terms of population growth from 2020. The North Carolina Civilian Labor Force Estimates² for the five counties in 2020 totaled 949,704 persons, and in 2023 it totaled 1,046,649 persons, which is a 10% percent increase from 2020.

The percentage of minority SHRA employees increased from last year from 35% to 37%. The percentage of female SHRA staff remained the same at 62%. (Chart 1)

² North Carolina Civilian Labor Force Estimates – Not Seasonally Adjusted – NC Department of Commerce, Labor, & Economic Analysis Division (December 2020 and December 2023)



Gender

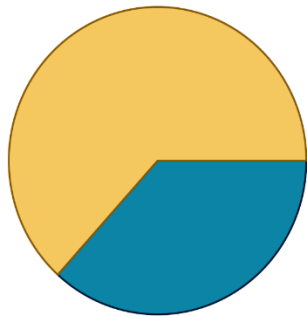


Race

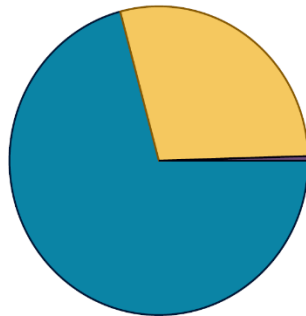
| Total | | 7,805 |
|----------------|-------|--------------|
| Male | 2,936 | 37.62% |
| Female | 4,869 | 62.38% |
| Non-binary | 0 | 0.00% |
| Unknown Gender | 0 | 0.00% |
| White | | 4,864 62.32% |
| Minority | | 2,890 37.03% |
| Unknown Race | | 51 0.65% |

1 North Carolina Civilian Labor Force Estimates – Not Seasonally Adjusted – NC Department of Commerce, Labor, & Economic Analysis Division (December 2020 and December 2023)

With the current changes to the total number of employees reflected in the Plan, the percentage of minority EHRA Non-Faculty remained the same at 28%. The percentage of female EHRA Non-Faculty increased from 62% to 63% of total EHRA Non-Faculty. (Chart 2)



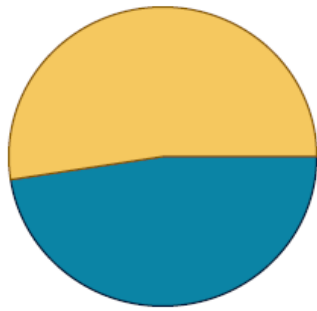
Gender



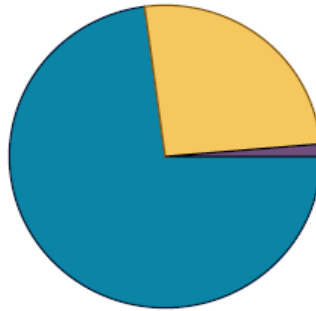
Race

| Total | | 3,621 |
|----------------|-------|--------------|
| Male | 1,329 | 36.70% |
| Female | 2,292 | 63.30% |
| Non-binary | 0 | 0.00% |
| Unknown Gender | 0 | 0.00% |
| White | | 2,565 70.84% |
| Minority | | 1,039 28.69% |
| Unknown Race | | 17 0.47% |

The percentage of minority faculty remained the same at 25%. The percentage of female faculty also remained the same at 52% of total Faculty. (Chart 3)



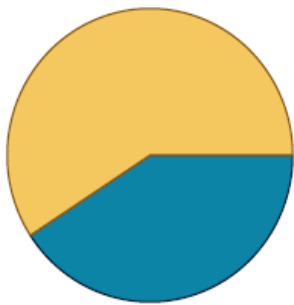
Gender



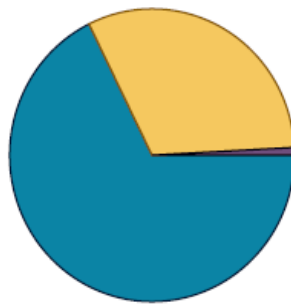
Race

| Total | | 5,897 |
|----------------|-------|--------|
| Male | 2,803 | 47.53% |
| Female | 3,094 | 52.47% |
| Non-binary | 0 | 0.00% |
| Unknown Gender | 0 | 0.00% |
| White | 4,299 | 72.90% |
| Minority | 1,520 | 25.78% |
| Unknown Race | 78 | 1.32% |

For all employee groups, the overall percentage of minority employees increased to 31% from 30%, and the overall percentage of female employees increased to 59 from 58%. (Chart 4)



Gender



Race

| Total | | 17,323 |
|----------------|--------|--------|
| Male | 7,068 | 40.80% |
| Female | 10,255 | 59.20% |
| Non-binary | 0 | 0.00% |
| Unknown Gender | 0 | 0.00% |
| White | 11,728 | 67.70% |
| Minority | 5,449 | 31.46% |
| Unknown Race | 146 | 0.84% |

The University continues to make efforts to increase the number of underrepresented applicants using targeted advertisements and outreach to underrepresented 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 underrepresented groups 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 intends to examine periodically the workforce composition and to establish appropriate goals to improve the representation of underrepresented groups where impediments may exist.
- C. Goals are established when the population of women 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 to improve the representation of underrepresented groups 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, 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 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 § 503 of the Rehabilitation Act.

The University's 2024 EEO 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.

Self-identification of disability status for all employees has increased from 7.20% to 7.74% for 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 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. Development and Execution of Action-Oriented Programs

This section is required pursuant to 41 C.F.R. § 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 good faith efforts to select persons according to ability and qualifications, while recognizing its commitment to remove barriers to women, minority individuals, individuals with disabilities, and veterans. 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 women, 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.

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.

Recruitment Programs for SHRA Employees

- Posting the Staff Permanent Openings List daily on the online application system at <https://careers.unc.edu>. Potential applicants can use the computer kiosks located in the front lobby of the Administrative Office Building (AOB), located at 104 Airport Drive.
- 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.
- Providing the <https://careers.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 hercjobs.org.
- Attending and networking at professional meetings such as Triangle Industry Liaison Group (TILG) meetings and Disability: IN NC.
- Applicant screening and referral to departments with open staff positions.

Recruitment Programs for EHRA-NF Employees

- All above-listed items.
- 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.
- Efforts 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.

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 women, the University of North Carolina at Chapel Hill uses the following procedures:

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

D. Training

The OHR Organization & Professional Development (OPD) unit, 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), and other programs for all employees. Participants in BEST are also strongly encouraged to complete Equal Employment Opportunity and Diversity Fundamentals (EEOFDF) training classes offered through the Office of State Human Resources.

The OPD unit'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.

Additional programs address a wide variety of management, supervisory, and employee needs including topics such as the University Leadership Education and Development (ULEAD) which is an application based program, Blueprint for Engaged Supervision Training (BEST), Discovering Your Leadership & Team Player Styles, Communication Essentials, Customer Service Skills, Dealing with Change from Any Position, Emotional Intelligence, Building Influence & Motivation Through Self-Discovery, Remaining Productive in a Remote Work Environment, and Using Reason to Resolve Conflict.

All workshops are free for UNC-Chapel Hill employees. 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 leave may be granted by the University for approved educational programming. Information regarding OPD programs, tuition waiver, and other educational assistance programs is available at <https://hr.unc.edu/benefits/educational-assistance/>.

Other EO Training

In addition, the Equal Opportunity and Compliance Office offers training for search committees and training on working with students with disabilities. The Equal Opportunity and Compliance Office also offers required courses including Preventing Harassment and Discrimination for all employees and Responsible Employee 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 University Office of Diversity and Inclusion also offers courses to support equal employment opportunity, including Working Effectively Across Generations and Supporting Diversity of Faith.

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

This section is required pursuant to 41 C.F.R. § 60-2.17(d).

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

- Measure the effectiveness of the Plan
- Document employment activities
- Identify problem areas where remedial action is needed
- Determine the degree to which the Plan's objectives have been met

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, award of tenure, layoff, and recall from layoff
- Pay rates and other forms of compensation, including fringe benefits
- Job assignments, job classifications, and job descriptions
- Sick leave, leaves of absence, and any other leave
- Trainings and attendance at professional meetings and conferences
- Any other terms, conditions, or privileges of employment

Responsibility for monitoring analyzing and evaluating the University's equal opportunity progress for EHRA employee's rests with the EHRA Non-Faculty Human Resources unit; for faculty, with the Academic Personnel Office; and for SHRA employees, with the Employment & Staffing and Classification & Compensation units 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 identifying total applicants, total minority applicants, and total female applicants for each position
- Records related 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.

Procedures used 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.

Attainment of Prior 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 and Placement Goals and Summary Analysis, as of October 31, 2023. 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.

The University was successful in meeting some of the 2023 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 is as follows:

| 2024 SHRA Placement Goals | |
|--|--|
| Minorities | Women |
| 3C – Administrative Professional Associates | 4F – Facilities Professionals |
| 4E – External Affairs & Comms. Professionals | 4G – Information Technology Professionals |
| 4F – Facilities Professionals | 4K – Environment Professionals |
| 4G – Information Technology Professionals | 4L – Athletic Affairs Professionals |
| 4J – Health Science Professional | 5A – Administrative/Office Support Managers |
| 6C – Research/Lab Tech/Paraprofessionals | 5B - Administrative / Office Support Supervisors, Leads, and Staff |
| 6F – Environment Tech/Paraprofessionals | 6B – Technology Tech/Paraprofessionals |
| 7B – Skilled Craftperson | 6F – Environment Tech/Paraprofessionals |
| 8A – Service/Maintenance Supervisor | 7B – Skilled Craftperson |
| 9D – Limited Term & Temporary Positions | 8A – Service/Maintenance Supervisor |
| | 8B – Service/Maintenance Staff |
| 2023 Minority Goals Met | 2023 Female Goals Met |
| 4A – Academic Affairs Professionals | 3B – Managers |
| 6B – Technology Tech/Paraprofessionals | |
| 6E – Health Science Tech/Paraprofessionals | |
| 2024 EHRA Non-Faculty Placement Goals | |
| Minorities | Women |
| 4B - Student Affairs Professionals | 1D - Heads of Academic Divisions, Departments, & Centers |
| 4E - External Affairs & Communications Professionals | 4L – Athletic Affairs Professionals |
| 4G - Information Technology Professionals | |
| | |
| 2023 Minority Goals Met | 2023 Female Goals Met |
| 4D - Fiscal Affairs Professionals | 1E – Heads of Admin. Div., Dep’t, & Ctrs |
| 4C – Institutional Affairs Professionals | |

| 2024 Faculty Placement Goals | |
|-------------------------------------|--------------------------------|
| Minorities | Women |
| History | Biomedical Engineering |
| Political Science | Exercise and Sports Science |
| Psychology and Neuroscience | Biology |
| Sociology | Environmental Science Engr |
| Health Behavior - Ops | School of Pharmacy |
| PH Leadership Program | |
| SPH – Academic Affairs | |
| School of Government | |
| UNC Inst for the Environment | |
| German/Slavic Languages | |
| School of Law | |
| School of Public Health - Biostats | |
| 2023 Minority Goals Met | 2023 Female Goals Met |
| Health Policy Management - Ops | Kenan Flagler Business School |
| | Health Policy Management - Ops |

The 2024 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 women are shown, by availability, to be under-represented in the University's workforce. The objective or "goal" is established to make good faith efforts that would result in an increase in the number of minorities or women in the workplace that equals or exceeds the number of minorities or women that are estimated to be available to work within the identified positions.

VIII. EEO Programs for Individuals with Disabilities and Protected Veterans

This section is required pursuant to 41 C.F.R. Parts 60-741 and 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 they are 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; 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.

Support 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](#), and [Policy on Accommodations](#) 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 using 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 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.

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:

- Disabled veteran – 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.

- Recently separated veteran – 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.
- Active-duty wartime or campaign badge veteran – 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.
- Armed Forces service medal veteran – a veteran who, while servicing on active duty in the U.S. military, ground, naval, or air service participated in a U.S. 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.

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, using 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 Accommodations

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 Discrimination, Harassment, and Related Misconduct and Policy on Accommodations, it is the University's policy 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 ADA Coordinator, in consultation with other University offices, is responsible for ensuring that appropriate accommodations are available for employees or applicants for employment who self-identify.

E. Harassment Prevention

The University 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 based on protected status, including disability and veteran status.

Employees with complaints alleging discrimination or harassment because of their disability and/or veteran status are encouraged to use the Policy on Prohibited Discrimination, Harassment and Related Misconduct. The policy prohibits retaliation against an individual because of their good faith participation in the reporting, investigation, or adjudication of violations of the policy.

Employees are also encouraged to use 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
(919) 966-3576

F. Internal Dissemination of the Policy

The University disseminates this policy internally as follows:

- All employees are advised annually of the University's policy;
- 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;

- The policy is included in employee orientation and is discussed thoroughly in the Blueprint for Engaged Supervision in Training (BEST) program;
- Through completion of the NC Office of State Human Resource's *Equal Employment Opportunity and Diversity Fundamentals* (EEO/DF) training course; and
- 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.

Audit and Reporting System

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

- Measure the effectiveness of the University's EEO program;
- Indicate any need for remedial action;
- Determine the degree to which the University's objectives have been met;
- 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;
- 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; and
- Take necessary action to bring the program into compliance where the program is found to be deficient.

G. 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.

H. 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.

I. Applicant and Hiring Data Collection Analysis

Current federal regulations have established an employment objective for protected veterans, based on 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 § 503 of the Rehabilitation Act.

It is the University's intention to establish appropriate goals to improve the representation of individuals with disabilities and veterans where disparities exist. The University continues to promote measures to increase the employee self-identification participation rate 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 percentage of University employees who have identified as protected veterans and individuals with disabilities is 1.70% and 7.74% respectively. The number of job groups which met the IWD Utilization Goal during the Plan year increased from 22 to 27. Our current hiring benchmark for protected veterans is 2.0%.

Applicant and Hiring Data Collection Analysis

| | | | |
|---|--------|---|-------|
| Total Number of Job Openings/Jobs Filled | 4,795 | | |
| Total Number of Applicants for All Jobs | 61,279 | Number of Applicants Self-Identifying as: | |
| | | Individuals with Disabilities | 5,856 |
| | | Protected Veterans | 1,252 |
| Total Number of Applicants Hired | 3633* | Number of Hired Individuals Self-Identifying as: | |
| *This number does not include the 638 employees promoted (open competitive recruitment/changes from temporary to permanent job) and 524. transfers. | | Individuals with Disabilities | 280 |
| | | Protected Veterans | 41 |

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.

Utilization Analysis for Individuals with Disabilities (IWD)^

| JobGroup | Job Group Name | Employees* | IWD #~ | IWD % |
|--------------------|---|---------------|--------------|---------------|
| 1A | 1A - Top Executive Officers | ** | ** | ** |
| 1B | 1B - Senior Institutional & Chief Functional Officers | 34 | ** | ** |
| 1C | 1C - Institutional Administrators | 20 | ** | ** |
| 1D | 1D - Heads of Academic Divisions, Departments, & Centers | ** | ** | ** |
| 1E | 1E - Heads of Administrative Divisions, Departments, & Centers | 41 | ** | ** |
| 2A | Faculty / Corps of Instruction | 5897 | 224 | 3.80% |
| 2B | 2B - Professionals with Academic Rank | 14 | ** | ** |
| 3A | 3A - Administrative Unit Heads / Professionals | 87 | 7 | 8.05% |
| 3B | 3B - Managers | 17 | ** | ** |
| 3C | 3C - Administrative Professional Associates | 58 | 8 | 13.79% |
| 4A | 4A - Academic Affairs Professionals | 511 | 62 | 12.13% |
| 4B | 4B - Student Affairs Professionals | 317 | 46 | 14.51% |
| 4C | 4C - Institutional Affairs Professionals | 343 | 55 | 16.03% |
| 4D | 4D - Fiscal Affairs Professionals | 721 | 90 | 12.48% |
| 4E | 4E - External Affairs & Communications Professionals | 401 | 27 | 6.73% |
| 4F | 4F - Facilities Professionals | 110 | 9 | 8.18% |
| 4G | 4G - Information Technology Professionals | 726 | 68 | 9.37% |
| 4H | 4H - Research, Extension, and Other Education Professionals | 1445 | 124 | 8.58% |
| 4J | 4J - Health Science Professionals | 135 | 11 | 8.15% |
| 4K | 4K - Environment Professionals | ** | ** | ** |
| 4L | 4L - Athletic Affairs Professionals | 156 | ** | ** |
| 5A | 5A - Administrative / Office Support Managers | ** | ** | ** |
| 5B | 5B - Admin / Office Support Supervisors, Leads, and Staff | 1417 | 198 | 13.97% |
| 6A | 6A - Institutional Tech / Paraprofessional | 446 | 50 | 11.21% |
| 6B | 6B - Technology Tech / Paraprofessional | 354 | 46 | 12.99% |
| 6C | 6C - Research / Lab Tech / Paraprofessional | 1139 | 122 | 10.71% |
| 6E | 6E - Health Science Tech /Paraprofessional | 211 | 22 | 10.43% |
| 6F | 6F - Environment Tech / Paraprofessional | 35 | ** | ** |
| 7A | 7A - Skilled Craft Supervisor | 39 | ** | ** |
| 7B | 7B - Skilled Craftsperson | 309 | 36 | 11.65% |
| 8A | 8A - Service/Maintenance Supervisor | 5 | 0 | 0.00% |
| 8B | 8B - Service/Maintenance Staff | 638 | 57 | 8.93% |
| 9C | 9C - Trainees/Fellows/Interns (Students at Another Institution) | ** | ** | ** |
| 9D | 9D - Limited Term and Temporary Positions | 1688 | 60 | 3.55% |
| Grand Total | | 17,323 | 1,340 | 7.74% |

^Job groups with a placement goal are indicated in bold.

*Includes SHRA, EHRA Non-Faculty, and Faculty.

~Specific values for job groups with five or fewer employees are not included.

Identification of Problem Areas

Several factors continue to contribute to the low number of employees and applicants who have provided self-identification information on their disability and veteran status. These factors include employees' and applicants' marginal comfort level with disclosing personal information that was previously considered unlawful to request for employment purposes. These factors also include employees' and applicants' lack of knowledge of why self-identification is important. This analysis is consistent with a review 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.

External Dissemination of the Policy, Outreach, and Recruitment Efforts

The University undertakes appropriate outreach and positive recruitment activities. The University has notified its 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 to improve the representation of individuals with disabilities and veterans where disparities exist. 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.

| Recruitment/Outreach Effort | Location | Target Audience |
|--|--|-----------------------------|
| Recruit Military Job Fair (two dates January and July) | Vaughn Towers at Carter Finley Stadium; 4600 Trinity Road | Veterans |
| NC National Guard Military Career Fair | 1636 Gold Star Dr., Raleigh, NC | Veterans |
| Best Hire Career Fair (two dates November and August) | Hilton Raleigh North Hills (3415 Wake Forest Rd Raleigh, NC 27609) | Veterans/Diverse Candidates |

| | | |
|--|--|-------------------------------|
| State of NC Career Expo | McKimmon Center (1101 Gorman Street, Raleigh, NC 27606) | Diverse Candidates |
| Skilled Trades and Industry Career Fair | Durham Tech Community College on the Orange County Campus 525 College Park Road Hillsborough, NC 27278 | Diverse Candidates |
| UNC CH Spring 2024 Internship & Job Fair | UNC Chapel Hill | Students |
| Tar Heel Tribute Event - Celebrate Carolina's Veterans | UNC Chapel Hill-Hosted job information table. | Veterans |
| Department Relationships with Vocational Rehab | Ongoing | Individuals with Disabilities |

In addition, the University also undertakes and considers the following activities 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 <https://careers.unc.edu>. A current abbreviated Staff Openings List is posted outside the Administrative Office Building at 104 Airport Dr, Chapel Hill, NC. There are Candidate Application Process Quick Reference Guide handouts for applicants and the front desk for applicants to use the public computer kiosk to search openings. A searchable electronic copy of the Staff Openings List. is available
- 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 <https://careers.unc.edu> URL to the Division of Employment Security to establish links between the websites and to comply with OFCCP regulations.
- 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).
- 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.