

**UNIVERSITY OF NORTH CAROLINA GREENSBORO
EQUAL EMPLOYMENT OPPORTUNITY PLAN**

January 1, 2018 – December 31, 2018

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EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION PLAN	2
CERTIFICATION STATEMENT.....	2
STATE OF NORTH CAROLINA	3
EQUAL EMPLOYMENT OPPORTUNITY POLICY	3
ABOUT THE UNIVERSITY OF NORTH CAROLINA GREENSBORO.....	6
EEO ACHIEVEMENTS	6
ASSIGNMENT OF RESPONSIBILITY AND ACCOUNTABILITY	7
THE OFFICE OF STATE HUMAN RESOURCES (OSHR)	7
UNIVERSITY CHANCELLOR.....	8
UNCG MANAGEMENT, SUPERVISORS, AND DIRECTOR OF EEO AND AA	8
AFFIRMATIVE ACTION NETWORK COMMITTEE	9
DISSEMINATION PROCEDURES	10
INTERNAL DISSEMINATION.....	11
EXTERNAL DISSEMINATION.....	11
PROGRAM ACTIVITIES	11
OBJECTIVES.....	11
RECRUITMENT.....	12
SELECTION	12
<i>JOB POSTS AND ADVERTISEMENTS</i>	13
ONBOARDING	17
PROMOTION.....	17
TRAINING	18
COMPENSATION AND BENEFITS	18
PERFORMANCE MANAGEMENT.....	18
TRANSFER AND/OR SEPARATION	19
DISCIPLINARY PROCEDURES.....	19
GRIEVANCE PROCESS	19
EEO AND DIVERSITY FUNDAMENTALS (EEDF).....	20
REASONABLE ACCOMMODATION.....	20
PROGRAM EVALUATION AND REPORTING.....	20
PROGRAM REPORTING.....	21
HARASSMENT PREVENTION STRATEGIES	21
REDUCTION IN FORCE PROCEDURES.....	23
DATA ELEMENTS.....	23
WORKFORCE AVAILABILITY	23
OCCUPATIONAL CLASSIFICATION.....	24
RACE AND ETHNICITY	25
PROGRAM/EMPLOYMENT OBJECTIVES	26
IDENTIFICATION AND CORRECTION OF ISSUES.....	26

**EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION PLAN
CERTIFICATION STATEMENT**

This certifies that the attached Equal Employment Opportunity/Affirmative Action Plan represents the University of North Carolina Greensboro's (UNCG) commitment to provide equal employment opportunities to all applicants and employees. I attest that the University of North Carolina Greensboro follows the North Carolina Equal Employment Opportunity Policy along with all applicable federal and state laws, including current executive orders governing equal employment opportunities.



Director of EEO/AA

4-17-18

Date



Associate Vice Chancellor and Chief Human Resources Officer

4/17/18

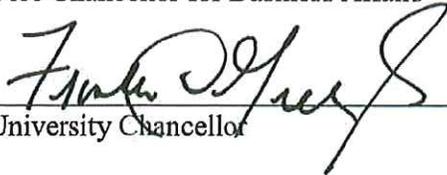
Date



Vice Chancellor for Business Affairs

4/17/18

Date



University Chancellor

4/16/18

Date

STATE OF NORTH CAROLINA

EQUAL EMPLOYMENT OPPORTUNITY POLICY

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

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

Coverage

Individuals protected by provisions of this policy are:

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

Veterans

Job discrimination of veterans shall be prohibited, and affirmative action shall be undertaken to employ and advance in employment eligible veterans in accordance with Article 13 of G.S. 126 and G.S. 128-15. See the Veteran's Preference policy in Section 2 of the State Human Resources Manual for provisions related to veteran's preference including the employment and advancement of protected veterans.

Office of Human Resources Responsibilities

The Office of State Human Resources (OSHR) shall:

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

6. provide a report annually to the Human Resources Commission and the Governor on the EEO Plans and progress by agencies, departments, universities, and state government.

Agency, Department and University Responsibilities

Each Agency Head, Department Head and University Chancellor shall:

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

Complaint Process

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

Definitions

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

“Bona Fide Occupational Qualification” (BFOQ)-A BFOQ is any requirement which is job-related and necessary for the performance of the job. Age, sex or physical requirements may be considered if they constitute a BFOQ necessary for job performance in the normal operations of the agency. Such standards are reasonably necessary for the specific work to be performed and are uniformly and equally applied to all applicants for the job category. Whether such a requirement is a BFOQ will depend on the facts in each

case. This exemption will be construed very narrowly, and the agency, department or university will have the burden of proving the exemption is justified. To establish age, sex or physical requirements as a BFOQ, it will be necessary to submit a recommendation to the Office of State Human Resources, setting forth all facts and justification as to why the requirement should be considered as a reasonable employment factor in each of the classifications in question.

“Disability Discrimination” – The Americans with Disabilities Act of 1990 (ADA) and the Americans with Disabilities Act Amendments Act of 2008 (ADAAA) prohibits discriminatory treatment of a qualified individual who has a physical or mental impairment that substantially limits one or more major life activities, has a history (or record) of such an impairment, or is regarded as having such an impairment that is not transitory (lasting or expected to last six months or less) or minor. In addition, the law protects covered individuals from discrimination based on their known relationship (or association) with an individual with a disability (even if they themselves do not have a disability). Refer to the Reasonable Accommodation policy in Section 1 of the State Human Resources Manual for information on how to request and process requests for accommodations for covered individuals with disabilities.

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

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

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

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

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

“Religious Discrimination” – Title VII of the Civil Rights Act of 1964 forbids unfavorable treatment of covered individuals because of his or her religious beliefs. The law protects not only the people who

belong to traditional, organized religions (such as Buddhism, Christianity, Hinduism, Islam, and Judaism), but also others who have sincerely-held religious, ethical or moral beliefs. In addition, Title VII protects an individual who is married to (or associated with) an individual of a religion or because of his or her connection with a religious organization or group. The agency, department, or university must reasonably accommodate an employee's religious beliefs or practices, unless doing so would cause unreasonable difficulty or expense for the agency, department or university. This would include making reasonable adjustments at work that will allow the employee to practice his or her religion.

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

ABOUT THE UNIVERSITY OF NORTH CAROLINA GREENSBORO

UNC Greensboro opened its doors as a college for women on Oct. 5, 1892, with 198 students, 15 faculty members and three academic departments: commercial, domestic science and pedagogy. In 1932, it became one of the “original 3” institutions to form the UNC System. The university flourished as the Woman's College until 1964, when it expanded to include men and began an era of expansion.

Now, in its 125th anniversary year, UNC Greensboro is the largest university in the Piedmont Triad, and is recognized nationally among top universities for academic excellence and value. It is a growing higher-research university as classified by the Carnegie Foundation, with noted strengths in health and wellness, visual and performing arts, nursing and education.

With nearly 20,000 students and 2,700 faculty and staff members representing more than 90 nationalities, UNC Greensboro is one of the most diverse universities in the state. UNC Greensboro has been honored as a military friendly institution and recognized as a minority-serving university – nearly half of the student body are people of color. UNC Greensboro is a member of the prestigious Gates Foundation “Frontier Set” to drive success for low income, first-generation students, as well as students of color – a clear recognition of its tenacious commitment to student success.

With a new 5-year strategic plan focused on transforming students, knowledge and the region through a commitment to health and wellness, vibrant communities and global connections, UNC Greensboro is poised to take giant steps forward, emerge as one of the state's strongest, most productive institutions, and meet the needs of students and communities for years to come

EEO ACHIEVEMENTS

UNCG has been and will continue to be an equal opportunity employer. The Equal Employment Opportunity Policy is referenced in the Attachments.

In keeping with the Equal Employment Opportunity Policy, UNCG continues to be committed to recruiting, hiring, training, and promoting the most qualified persons without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, political affiliation, genetic information, or veteran status. Similarly, all other personnel matters such as compensation, benefits, transfers, layoffs, UNCG sponsored training, and related programs have been administered in

accordance with the Equal Employment Opportunity Policy. All employment decisions have been based on job-related standards and must comply with the principles of equal employment opportunity.

UNCG is committed to maintaining a workplace that is free from all forms of unlawful harassment and discrimination. As part of this commitment to maintaining a workplace free from unlawful harassment and discrimination, we last year re-introduced sexual harassment training for our managers, supervisors and line-level employees, and we enhanced our New Employee Orientation (NEO) training.

In addition, we continued to refine in-person and webinar Equal Employment Opportunity (EEO) training for managers and supervisors by implementing three separate comprehensive training programs. The Director of EEO and Affirmative Action (AA) and the EEO Consultant and Investigator completed the Equal Employment Opportunity and Diversity Fundamentals (EEODF) Adjunct Training Certification Program with Office of State Human Resources (OSHR). This training is offered to managers and supervisors as of 2018. UNCG Human Resources designed a supervisory learning and development program for all managers and supervisors that includes a cohort training class on Demystifying Human Resources Policies and Employment Law for Non-Attorneys. Lastly, a webinar was designed for managers and supervisors to include Job Search Applicant Tracking/ePosition Management and EEO, AA, and Title IX.

The EEO and Affirmative Action staff are finalizing standard operating procedures to ensure consistent and compliant operational processes within the department and across the University.

ASSIGNMENT OF RESPONSIBILITY AND ACCOUNTABILITY

The Office of State Human Resources (OSHR)

The State of North Carolina recognizes that an effective and efficient government requires the talents, skills, and abilities of all qualified and available individuals, and seeks opportunities to promote diversity and inclusion at all occupational levels of State government's workforce through EEO workforce planning initiatives. The State is committed to ensuring the administration and implementation of all Human Resource policies, practices and programs are fair and equitable without unlawful discrimination, harassment or retaliation based on race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, political affiliation, genetic information, or veteran status that constitute a bona fide occupational qualification. UNCG is accountable for administering all aspects of employment, including hiring, dismissal, compensation, job assignment, classification, promotion, reduction-in-force, training, benefits and any other terms and conditions of employment in accordance with federal and state EEO laws.

OSHR shall provide:

- Technical assistance – to include one on one or group consultation and an EEO Planning and Resources Guide to aid in the development and implementation of an effective plan and program;
- Training for: (a) Directors for EEO and AA, future AA Network Committee Members and others who are responsible for the development and/or implementation of the EEO plan and program, (b) agency heads, chancellors, managers and supervisors on diversity and EEO issues through the EEODF, (c) all employees on unlawful workplace harassment prevention, reasonable accommodations for the disabled, diversity issues, and other EEO issues as appropriate;
- Monitoring to assess each Agency's and University's progress;

- Oversight to ensure that the EEO Plan and program in each Agency and University complies with the minimum established measures in content and elements for an effective plan and program;
- Evaluation criteria to review, assess and report the status of each Agency's and University's EEO plan, policies, procedures, practices, and programs, to determine if they are administered in a consistent and fair manner. Evaluation will include an on-site component; and
- Support programs to enhance each Agency's and University's efforts to attract, develop, promote and retain a diverse workforce and to meet program objectives.

The OSHR shall develop data systems and design tools to review data and analyze the degree of diversity within each occupational category. The information collected from the data systems, tools and analysis will be used to evaluate trends related to all aspects of employment to determine the impact of all personnel policies and practices on EEO throughout State government and within each Agency and University.

University Chancellor

The Chancellor is responsible for the successful implementation of these policies and programs, and shall:

- Through the EEO plan designate the Associate Vice Chancellor and Chief Human Resources Officer as the official responsible for the operation and implementation of its EEO Plan and Program;
- Take positive measures to ensure that equal opportunity is available in all areas of employment including: recruitment, selection, hiring, promotion, demotion, compensation (including salary adjustments, reallocations and performance increases), termination, reductions in force (RIFs), reemployment priorities, training, career development, transfer and other terms, conditions and privileges of employment;
- Take measures to ensure the work environment is consistent with the intent of this policy and supports equal opportunity;
- Communicate the University's commitment to EEO policies, plans, and procedures to all employees, applicants, and the public;
- Provide necessary resources to ensure the successful implementation of the EEO program;
- Ensure the development and implementation of policies, procedures, and programs necessary to achieve a workforce in each occupational category that reflects the N. C. State working population;
- Ensure the development and implementation of an equal employment opportunity plan and program;
- Submit the plan and program by March 1 of each year to OSHR for review, technical assistance and approval by the Director of State Human Resources.

UNCG Management, Supervisors, and Director of EEO and AA

Every supervisor of the University by the employment relationship with the University charged with adhering to the policy of EEO and Affirmative Action in personnel decisions. The appropriate supervisor reviews annually and adheres to the policies contained in this Program.

UNCG has been, and continues to be, committed to effective implementation of its EEO and Affirmative Action efforts in all areas and at all levels of employment.

Overall responsibility for the development and implementation of the University's state EEO Plan and federal Affirmative Action Programs resides with the Chancellor. The University's EEO Plan will become active in the upcoming year. The Chancellor approves all statements of policy that affect the EEO planning

effort and makes all functional appointments of person who have formal responsibilities in the EEO Planning.

Director of EEO and AA, Officers, Management and Supervisors are responsible for:

- Assisting in the identification of problem areas and establishing program objectives;
- Serving as resources to search committees and hiring managers when preparing for searches;
- Making every effort to achieve program objectives and maintaining a diverse workforce for the Department, division, work unit or section;
- Providing career counseling for employees and ensuring that all employees are given the full opportunity to attend workshops and seminars, and/or to take credit courses under the provisions of the University's educational assistance program;
- Assist the Director of EEO and AA in periodic evaluations to determine the effectiveness of the AA Program;
- Sensitizing employees to all Affirmative Action policies;
- Recognizing and correcting sexual harassment of employees; and
- Providing a work environment and management practices which support equal opportunity in all terms and conditions of employment.

Affirmative Action Network Committee

The Chancellor has appointed a group of persons designated as the Affirmative Action Network Committee. Each of these units has a representative:

- Office of the Chancellor
- Provost and Executive Vice Chancellor
- The College of Arts and Sciences
- College of Visual and Performing Arts
- School of Health and Human Sciences
- Bryan School of Business and Economics
- School of Nursing
- School of Education
- Division of Continual Learning
- University Libraries
- Graduate School
- Vice Chancellor for Business Affairs
- Vice Chancellor for Student Affairs
- Vice Chancellor for University Advancement
- Vice Chancellor for Information Technology Services
- Associate Vice Chancellor and Chief Human Resources Officer
- Associate Vice Chancellor for Communications
- Intercollegiate Athletics

The AA Network representatives serve as advisors, resources, and facilitators of the Affirmative Action Program. Though they report to the Dean or Vice Chancellor of their respective units, their work is coordinated by the Director for EEO and Affirmative Action. For those representatives appointed from the Schools and the Colleges, that coordination designated senior administrator for Academic Affairs. Suggestions for appointments and reappointments of the Affirmative Action Network Representatives are solicited by the Associate Vice Chancellor and Chief Human Resources Officer and forwarded to the

Chancellor for an appointment. The Associate Vice Chancellor and Chief Human Resources Officer works in collaboration with the Senior Vice Provost.

The development of the Affirmative Action Network Committee is in its preliminary stage. To fully implement this committee actionable steps are taken. The expectation is that through mandatory trainings, meetings with affirmative action representatives, and meetings with staff in UNCG Human Resources, managers and supervisors will develop increased awareness of the University’s affirmative action objectives to ensure that people who work for them or with them, or who apply for employment, are not discriminated against and do not discriminate against others based on any protected class. The following chart represents the prospective affirmative action representatives and their affiliation with the University.

College/Department	Representative	Position Title
EHRA Non-Faculty		
Office of the Chancellor	Waiyi, Tse, J. D.	Chief of Staff
Office of the Chancellor	Julia Mendez-Smith	Faculty & Chancellor’s Fellow for Campus Climate
The Office of the Provost	Alan Boyette	Senior Vice Provost
Business Affairs	Anthony Phillips	HUB Coordinator
Human Resources	Michelle Lamb Moone	Associate Vice Chancellor & Chief Human Resource Officer
Human Resources	Patricia M. Lynch	Director of EEO & Affirmative Action
Information Technology Services	Victoria Gaskill	Director of Management & Budget
Student Affairs	Susan Butler	Business Officer
University Advancement	Mevalyn Pate	Business Officer
EHRA Faculty		
The Office of the Provost	Mitzi W. Burchinal	Associate Vice Provost, Academic Resources
The College of Arts and Sciences	Lori Wright	Special Assistant to the Dean
College of Visual and Performing Arts	Amy Moore	Business Officer & Executive Assistant to the Dean
School of Health and Human Sciences	Charles C. Dent	Assistant Dean for Operations and Administration
Bryan School of Business and Economics	Jeri Miller	Business Officer
School of Nursing	Kelly Hedgecock	Business Officer
School of Education	Gabrielle Leonard	Executive Assistant to the Dean
Division of Continual Learning	Jane-Marie Ellisen	Budget & Finance Manager
University Libraries	Michael Crumpton	Assistant Dean for Administrative Services
SHRA		
Human Resources	Nathan Burrows	Director for Talent Solutions
Communications	Sherri MacCheyne	Associate Director, Special Projects
Intercollegiate Athletics	Stacy Kosciak	Deputy Athletic Director

DISSEMINATION PROCEDURES

The University makes known its commitment to affirmative action by broadly disseminating its EEO Policy and the Affirmative Action Program to internal and external stakeholders using a variety of methods outlined below.

UNCG will disseminate its EEO Policy and Affirmative Action Program in the following ways:

Internal Dissemination

- The Affirmative Action Program included in the University Policy Manual, the Handbook for Faculty, Policy Manual for Staff Employees;
- The Affirmative Action Program discussed at New Employee Orientation, supervisory and non-supervisory training conducted by UNCG Human Resources;
- EEO/Affirmative Action Policy posted in UNCG Human Resources;
- The University's commitment to the EEO/Affirmative Action Policy and Program is in all University publications with broad distribution;
- Members of the Chancellor's Council and Provost's Council receive a copy of the Program and reports which show progress towards goals over time.
- The Affirmative Action Network representatives report on progress towards Plan goals to faculty and staff within their units.
- A consistent effort is made to publish internal media articles covering activities related to the affirmative action, including progress reports, promotions, and achievements of women and minorities.

External Dissemination

- The University's commitment to equal opportunity and affirmative action included in all vacancy announcements and advertisements. The University uses the abbreviation, EOE/Affirmative Action/M/F/D/V, to accomplish this;
- The University enlists the assistance and support of recruiting sources whom can refer qualified women, minorities, individuals with disabilities, other protected veterans, Armed Forces service medal veterans, and recently separated veterans for employment opportunities with UNCG;
- The UNCG "EOE/Affirmative Action/M/F/D/V" statement is printed or appended to purchase orders and to contracts for services and goods to communicate our policy and commitment to vendors, suppliers, contractors, and subcontractors.
- A consistent effort is made to publish external media articles covering activities related to the affirmative action, including progress reports, promotions, and achievements of women and minorities.

PROGRAM ACTIVITIES

The University encourages representation by faculty and staff on community councils, boards, and organizations which promotes the employment of women, minorities, individuals with disabilities, and eligible veterans. Also, UNCG encourages its faculty and administrative staff to participate at the state and national level in professional organizations that address issues of minorities and women. University employees regularly participate in conferences sponsored by their professional organizations which focus on diversity. Faculty and staff use some of the conferences attended to target potential applicants for diversity, and target Historically Black Colleges and Universities (HBCU's) with mailing lists. Hiring Managers are encouraged to recruit externally using the Local Job Network for at least two diverse recruiting sources to fill vacancies.

Objectives

- Develop new strategies and incentives for diversifying our pools in searches for new faculty and staff.
- Educate the University community on affirmative action recruitment strategies in support of ongoing efforts to increase the number of underrepresented faculty and staff.
- Provide training opportunities for supervisors and managers on affirmative action, cultural awareness, diversity, and encouraging attendance at cultural and ethnic events.
- Ensure that search committees and other University committees are diverse.

Recruitment

GOAL: Attract a diverse pool of applicants to each Job Group, including minorities, veterans and persons with disabilities.

UNCG has several defined Job Groups: (1) Administrative Support, (2) Management Related, (3) Officials and Administrators, (4) Professionals, (5) Protective Services, and (6) Technicians/Technologist that revealed underutilization. The University's programs consist of well-defined recruitment procedures to attract persons to its specifically advertised faculty and staff positions, promotional opportunities and training programs, impact analysis in reduction-in-force (RIF) situations, and outreach activities to increase general awareness of the University's interest in recruiting minorities and women within these Job Groups.

Selection

GOAL: Follow the State's recruitment and selection guidelines and ensure that all steps in the selection process are job-related and non-discriminatory.

UNCG Human Resources administers recruitment, selection, and salary administration for staff who are subject to the State Human Resources Act (SHRA) and non-faculty staff who are exempt from the State Human Resources Act-(EHRA) vacancies. Faculty Personnel Services administers salary administration for faculty vacancies. Exceptions to normal hiring practices in relation to salary are subject to the approval of the Board of Governors, and internal employment should refer to UNCG Human Resources.

UNCG Human Resources is committed to providing timely service to supervisors in recruitment, advertising, and filling vacancies to hire from the qualified pool of applicants for each position.

UNCG Human Resources facilitates this program in its entirety. Any inquiries that may arise during the process should be addressed directly to the Director of Talent Solutions or a Talent Consultant in UNCG Human Resources. All full-time and part-time vacant permanent positions posted via UNCG Job Search. SHRA postings screened to the minimum qualifications and applicants may be disqualified through the postings disqualifying questions and supplemental questions. EHRA positions screened to the minimum qualifications and preferred qualifications by the Director of EEO and Affirmative Action.

All requisitions for postings are reviewed and approved for posting by the Director of Talent Solutions or the Director for EEO and Affirmative Action for compliance for non-discriminatory language, minimum and preferred qualifications, salary range, posting duration, underutilization, and external posting requirements.

Commitment to Affirmative Action and Equal Opportunity Employment

UNCG is committed to equal employment opportunities and does not discriminate against applicants or employees based on race, color, national origin, religion, sex (including pregnancy), gender identity, age, disability, veteran status, genetic information, political affiliation, or sexual orientation, including sexual harassment. Moreover, UNCG is committed to recruiting and advancing women and minorities at all levels in its staff complement.

All applicants are given the option to voluntarily provide race, sex, disability, or veteran service that held in a confidential report with the online recruitment system. Hiring Managers have access to demographic aggregate data on the applicant pool at all times.

The minimum employment age is 18 years old, except for law enforcement officers who must be at least 21 years of age at the time of hiring. There is no maximum age for employment.

Review of Job Description

The hiring manager designs the new position and writes the job description or updates the current job description that is vacant for posting. SHRA job descriptions are required to be no older than eighteen (18) months before posting. The job description for all SHRA and EHRA Non-Faculty vacancies should adopt established procedures from the Director of Talent Solutions for EHRA Non-Faculty position description assistance; and the Talent Consultant for SHRA position descriptions. All faculty job descriptions are uniform and administered by Faculty Personnel Services in the Provost office.

After completion of the job description, the hiring manager submits a Job Requisition through UNCG Job Search for posting the position. (Please refer to the UNCG job search support portal for assistance on creating a requisition for posting, screening applicants, completing hiring proposals, etc.)

Job Postings and Advertisements

Job postings will occur on Wednesdays and Fridays. To allow time for review and action, requests received by Monday to post a position posted on Wednesday. Requests received by Wednesday post by Friday. Departments can make special posting requests by including information in the comments box. EHRA Non-Faculty positions will be posted for a minimum of **five (5)** business days (beginning Wednesday or Friday). SHRA positions post for a minimum of **five (5)** business days. To attract top talent, UNCG Human Resources recommends a minimum posting period of **ten business (10)** days.

Positions posted with an administrative title and functional title. The summary of the postings gives details defining the role of the Department in the University and tasks and function required. SHRA positions posted with a salary range that is usually from the minimum to the budgeted amount for the position. In circumstances where a vacancy may be difficult to fill by attracting qualified applicants, the range post at 10 % below the position's level market rate to the 10-12 above the level market rate. On rare occasions as the UNCG compensation philosophy indicates salaries for new employees establish at levels that recognize that individual's skills, competencies, and experience while considering the salary levels of current employees with similar duties.

EHRA Faculty and Non-Faculty positions posted as "commensurate with experience." Any change in postings or job requirements will require that the positions be re-posted for the minimum period and that current applicants become aware of the change. Positions posted as "time-limited" appointments must be posted again as a permanent appointment should the hiring manager decide to fill it on a permanent basis.

As SHRA applicants apply for vacancies and after closing, the Talent Consultant reviews all applicants for RIF re-employment priority, veteran status, promotional priority and disability status. Any applicants are identified with a status change in the system to reflect the priority. Applicants who do not meet the minimum qualifications and screened with the disqualifying minimum questions removed from the pool. When this process is complete all remaining applicants are forwarded to the Hiring Manager. As applicants are screened to the preferred qualifications, applicants are submitted to the Director of Talent Solutions for approval for an interview. At least three (3) applicants recommended for an interview; however, depending on the qualifications for the applicant pool, exceptions may be made with the approval of the Director of EEO and AA.

EHRA Faculty and Non-Faculty postings are screened by the search committee as the applicants apply. After the minimum postings period is complete, the search committee begins a review of applicants to be recommended to the Director of Talent Solutions for approval for an interview. The postings will remain open to receiving applicants until a final candidate is selected. After finalists are selected, and a determination for non-consideration is on the record with the decision.

Consideration of Special Factors Under Federal and State Law

As directed by UNCG Human Resources the hiring manager is responsible for ensuring that applicants meet the necessary consideration for promotional priority of current state employees, priority re-employment, veteran's preference and Affirmative Action as directed by UNCG Human Resources.

The following is a brief explanation of special considerations that may arise during the recruitment process. Failure to consider these factors appropriately may lead to a legal challenge. Full policies referencing priority consideration are at the UNCG Human Resources' policy website.

Priority Considerations for Current State Employees

Promotional priority consideration provided to all current state employees who have achieved career status, as defined by the NC General Statute. The Talent Consultant will make this determination of eligible SHRA applicants before forwarding applications to the Hiring Manager. The nature of the priority is as follows: If a current state employee applies and is qualified for another state position of a higher level and has substantially equal qualifications of those of the highest-ranking applicant who is not a state employee, the state employees will receive the job offer. Departmental Representation may contact UNCG Human Resources for assistance.

'Qualifications' as used in this definition include education and training, years of related work experience, and other competencies, demonstrated knowledge, skills, and abilities in the selection process that have a reasonable, functional relationship to the requirement of the position. 'Substantially equal qualifications' are present when the supervisor cannot make a reasonable determination that the job-related qualifications held by one applicant are significantly better-suited for the position than the job-related qualification held by the other applicant.

Priority Re-employment Consideration

Former state employees who have involuntarily separated for reasons other than cause are afforded priority re-employment consideration under state law and policy. If there are any such employees eligible for this preference, the Talent Consultant will include such information in an email to the hiring manager, in

addition to completing the status change. State regulations require that if the applicant separated from a position at UNCG, the applicant shall be offered any available vacant position with a salary grade equivalency level equal to or below that was held before the separation, provided the employee meets the minimum qualifications for the position and can perform the job in a reasonable length of time, including normal orientation and training for any new employee. If the applicant was separated from a position at another state agency, the applicant will be interviewed and, where qualified considered for the vacant position. The applicant will be offered the position prior to employment of anyone who is not a permanent UNCG employee; UNCG Human Resources will work closely with the hiring manager in affording priority re-employment consideration.

Veterans' Priority Rights in Hiring

In appreciation for service to the state and the country in a time of war, and in recognition for the time and advantage lost toward the pursuit of a civilian career, veterans have been granted a preference in state employment by the General Assembly. Persons eligible for veteran's preference have served in the Armed Forces of the United States on active duty, for reasons other than training, during periods of war, with discharge under other than dishonorable conditions. This preference particularly includes disabled veterans. Spouses of disabled veterans and the surviving spouse or dependent of a veteran who died through service-related reasons during peacetime are under consideration.

Veterans who have met the minimum qualification requirements and who have less than **four (4)** years of related military experience beyond that necessary to qualify minimally shall also receive direct experience credit for up to **four (4)** years of unrelated military experience.

After applying this preference, the qualified veteran hired when his/her overall qualifications are substantially equal to one or more non-veterans in the applicant pool.

UNCG Human Resources will review the information about veteran's status on UNCG Application and will note an applicant's eligibility for this preference with an email to the hiring manager in addition to the status change.

If the applicant pool includes both a qualified non-state employee veteran and a qualified current state employee who is seeking a promotional opportunity, UNCG Human Resources will advise the hiring manager of the relationship between those priorities.

Affirmative Action Consideration

The University's Affirmative Action Plan requires UNCG to act affirmatively in minimizing and eliminating any demonstrated underutilization of women, minorities, disabled person, and veterans in the University's work force. Each year, the Director for EEO and Affirmative Action makes the updated University Affirmative Action Plan available to the Dean, Directors and Department Heads, through the school and division Affirmative Action Representatives. The Director of EEO for Affirmative Action will assist supervisors in providing advice and consultation about affirmative action considerations during the recruitment process.

Structured Interview Questions

The hiring manager or hiring assistant prepares the requisition for the job posting. The Director of EEO and AA and the Director of Talent Solutions approves structured interview questions on the online Job Search System. A link is provided to a library of established and approved interview questions, although

the hiring manager may create new ones. The Director of EEO and AA and the Director of Talent Solutions approves the new structured interview questions.

The same questions should be asked to each applicant interviewed. The purpose of the structured interview is to obtain information relevant in determining whether an applicant is suitable for the job and to ensure that no applicant interviewed has an unfair advantage or disadvantage over another. The questions should focus on the work experience, education, and training of the applicant, and the applicant's job objectives. Each question based on one or more of the essential knowledge, skills, and abilities as indicated in the job description.

Upon request, the Talent Consultant will provide hiring managers with assistance in developing the structured interview questions. Questions about an individual's race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, political affiliation, genetic information, or veteran status, or any other protected class not directly related to the requirements for the positions are prohibited.

Reference Checks

UNCG Human Resources is responsible for conducting reference checks and recording the information on the Hiring Proposal in the online system. At least three reference checks, to include one supervisor is required. UNCG Human Resources may advise on the necessity of further checks. When feasible, a reference check should be conducted directly with the applicant's immediate supervisor. However, the applicant should provide authorization when a reference check is conducted by a current employer.

These checks should be conducted with careful regard to confidentiality and with the applicant's permission. Only job-related questions should be asked. Questions about individual's race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, political affiliation, genetic information, or veteran status, or any other matter not directly related to the requirements for the positions are prohibited. The same questions should be asked for each reference. The name of the telephone reference, date of contact, and notes about the conversation should be recorded and retained on the form provided. The reference check may be conducted by telephone or in writing.

Instructions on submitting reference checks may be provided in the postings to applicants. Some employers are reluctant to release verbal and written information about former employees. In this event, UNCG Human Resources should obtain written authorization from the applicant.

Final Candidate Decision

After completing the interview process and deciding on the final candidate, the hiring manager completes the online Hiring Proposal in the system.

Determining how much to offer the candidate:

For SHRA candidates, the Talent Consultant reviews the hiring proposal for competency and classification level justification. The salary requested cannot exceed the maximum amount defined at posting. Once

he/she approves, the hiring proposal goes through the workflow/approval process. The Director of Talent Solutions has final authority over SHRA candidates' starting salaries.

For EHRA Non-Faculty candidates, the Director of Talent Solutions reviews and approves the hiring proposals for UNC system compensation equity and CUPA data. The Associate Vice Chancellor for Human Resources has final authority over starting salaries for EHRA Non-Faculty candidates.

Other Personnel Activities Related to the Affirmative Action Program

The Associate Vice Chancellor and Chief Human Resources Officer have the following general responsibilities for ensuring that personnel functions are consistent with commitments contained in this Program. The following list is exemplary but not inclusive:

- To ensure that required postings and notices are displayed properly and are on the NC Department of Administration (Employment Security Commission) website for outreach;
- To conduct routine analysis of upward career paths from job groups having substantial concentrations of minorities and women;
- To routinely review position descriptions and position announcements for the inclusion of only job-related criteria;
- To perform adverse-impact analysis relating to all classes of employees and prepare reports based on those analyses for the following employment actions: hiring, promotions, transfers, terminations, and training opportunities. (The analysis performed per the Uniform Guidelines on Employee Selection Procedures (41 CFR 60-3.1 through 3.18)).

Onboarding

GOAL: Provide the same level of orientation to all new SHRA and EHRA Non-Faculty employees, to ensure their understanding of the University's organizational structure and their role.

UNCG Human Resources ensures each selected candidate receives a written employment letter outlining the terms and conditions of his/her employment. Additionally, UNCG Human Resources informs new employees about the University EEO Plan and program during New Employee Orientation (NEO).

Promotion

GOAL: Enhance upward mobility and fully utilize the skills of the existing workforce in a non-discriminatory manner.

The University makes concerted efforts to identify current employees who are qualified for promotion and to include women and minorities in training programs and development opportunities. Through an internal posting system, all University employees have regular access to information about internal positions as they become vacant. In accordance with North Carolina law, the University allows priority consideration and preference to an internal state candidate who is substantially qualified for a position.

Faculty positions allow progression to higher levels per the regulations on Academic Freedom, Tenure, and Due Process. Faculty are selected for tenure awards and promotions to higher ranks without regard to race, religion, color, national origin, sex, age, political affiliation, genetic information, disability. It is the responsibility of the Provost, Deans, and Department chairs/heads to establish and apply nondiscriminatory criteria for promotion and the conferral of tenure.

Classified positions (SHRA) are regularly audited to make sure that the salary grade or Career Banding level of the incumbent is consistent with the work performed. Reclassifications or career progressions recommended whenever the position study indicates a need.

Training

GOAL: Enhance employee development and advancement opportunities to be demographically inclusive at all levels.

Training is a vital tool in achieving equal employment opportunity and in strengthening affirmative action efforts. The University is committed to providing opportunities for employees to acquire new skills and to update or enhance existing ones. Faculty and staff employees provide opportunities for professional development. Special efforts are made to encourage women, minorities, and veterans to engage in professional development activities. UNCG Human Resources has responsibility for providing internal training programs for staff. Many of its programs are also useful for faculty supervisors.

The UNCG Human Resources is responsible for scheduling workshops to communicate the plan and development methods to evaluate program activities. This training is similar to the program offered by OSHR's Equal Opportunity Division. UNCG Human Resources administers specific training for supervisors and employees.

Compensation and Benefits

GOAL: Ensure that all employees receive compensation and benefits without discrimination by analyzing practices to determine patterns and trends.

According to procedures promulgated by the OSHR, all staff compensation is without regard to race, gender, age, color, religions, national origin, genetic information, political affiliation, sexual orientation, disability, veteran's status, or any other matter not directly related to the requirements for the positions.

Generally, employees who have appointments of at least nine months at three-quarter time, including faculty, are eligible for enrollment in the University's benefits programs. Employees eligible under these conditions are subject to mandatory participation in the State Retirement System. Eligible employees who hold a faculty appointment may elect to participate in the University's Optional Retirement Program. The UNCG Human Resources regularly holds NEO meetings to inform employees of benefits options and to complete the necessary paperwork. Employees are required to attend such an orientation, immediately upon being employed by the University.

UNCG Human Resources offers benefits planning seminars on a regular basis. All notification of changes in the University's benefits program are in the Campus Weekly and the UNCG Human Resources website.

Performance Management

GOAL: Hold Managers and Supervisors accountable for the progress of the University's EEO program by including it as an expectation in their performance evaluations. Ensure performance management system, including employee performance standards, are free from bias.

It is UNCG's policy that work performance of all permanent employees' subject to SHRA shall be appraised at least annually by the immediate supervisor of the employee. Performance appraisals shall be job-related and not influenced by race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, political affiliation, genetic information, or veteran status, or any other matter not directly related to the requirements for the positions. By adopting this policy, the University shall achieve the following goals:

- Increased two-way communication between the supervisor and the employee regarding work;
- Clarify goals and responsibilities, priorities, and expectations to meet the University's mission and goals;
- Monitor and assess performance; and
- Identify steps for improving performance.

UNCG Human Resources is responsible for the administration of the Performance Management Program which includes but is not limited to: 1) formulating procedures and policies that are consistent with the Policy and Guidelines and with relevant policies of the Office of Administrative Hearings, 2) planning and conducting all training of supervisory personnel, 3) continuously monitoring the program, and 4) periodically evaluating the program.

Transfer and/or Separation

GOAL: Identify trends and measure the impact on underutilized groups.

All University employees are encouraged to have an exit interview and to discuss continuation of benefits with staff in the UNCG Human Resources. If during the interview information is shared that warrants immediate attention, the Associate Vice Chancellor and Chief Human Resources Officer or their designee will be notified directly and will follow up with the appropriate person(s).

Disciplinary Procedures

GOAL: Provide equitable treatment for all SHRA employees in accordance with the Employee Disciplinary, Appeal and Grievance policy. Any alleged violation of UNC Greensboro's Affirmative Action Policy will be taken seriously by the University. An employee or applicant with a complaint should contact the University Affirmative Action Officer or General Counsel and follow the process as outlined below.

The Director of EEO and AA will request a written complaint describing the nature of the alleged violation. The Director of EEO and AA may request written responses from any individuals identified in the complainant's statement and must request a written response from any individuals charged with violating the policy. If the Director of EEO and AA believes that a violation has occurred, and that the violation is of a magnitude to warrant disciplinary action, he or she will consult with the University's Office of General Counsel. If General Counsel concurs, the appropriate disciplinary process will be invoked. In addition, the Director of EEO and AA will ensure that the appropriate corrective action taken is in support of the complainant.

Grievance Process

GOAL: Ensure fair and equitable review of complaints in accordance with applicable University policies.

The SHRA Employee Grievance Policy prohibits retaliation against employees and applicants who file complaints or participates in a grievance procedure. The Director of EEO and AA review and monitor program data to identify trends and patterns.

There is a separate Grievance Policy for a faculty member.

Equal Employment Opportunity and Diversity Fundamentals (EEODF)

GOAL: Enroll managers and supervisors in the EEODF within one-year of their appointment.

EEODF is a training course mandated by law for all new Managers and Supervisors within one (1) year of their appointment. This course addresses EEO law and compliance and issues of workplace diversity in State government. It concentrates on developing awareness and building skills that used on the job. New supervisors and supervisors who have not previously completed the course must do so by accessing UNCG's training website to enroll in the next available class.

REASONABLE ACCOMMODATION

UNCG complies with federal and state laws governing reasonable accommodation for qualified individuals with disabilities consistent with the law. UNCG is committed to making reasonable accommodation to the known, record of, physical or mental limitations of qualified individuals with disabilities unless such accommodation would impose an undue hardship.

UNCG also complies with regulations to reasonably accommodate an employee's religious beliefs or practices.

PROGRAM EVALUATION AND REPORTING

The Affirmative Action Network Committee meets annually to review the Affirmative Action Program and provide input to the Director of EEO and AA regarding program emphasis for the next year. The Director of EEO and AA disseminates this information to all UNCG managers and supervisors through meetings and written communication. Additionally, the Committee may meet as necessary to discuss the Affirmative Action Program actions that need attention.

The University's Affirmative Action Program is 1) monitoring of the University's commitment and good faith efforts and 2) ongoing comparisons of goals and progress toward accomplishing those goals. Both functions are the responsibility of the Director of EEO and AA in conjunction with the Chancellor and the Affirmative Action Network Committee.

To evaluate adherence to affirmative action, the Director of EEO and AA requires reports from those involved in the search and selection process and, when necessary, consults with them prior to approving important steps in the employment process. Reports and consultations also occur whenever there appears to be an insufficient number of underutilized candidates or when underutilized candidates appear.

Once this EEO Plan has been developed and approved by the Chancellor, the Associate Vice Chancellor and Chief Human Resources Officer will communicate the plan to the campus.

Program Reporting

The Director of EEO and AA is responsible for making reports to the senior management on a regular basis and to the Office of State Human Resources, as requested. These reports will be used to ensure that the University's EEO Plan is being followed and that equal opportunities exist for employees and applicants. The Director of EEO and AA will use the following data sources to generate necessary reports by race, sex, age, and disability status, when available:

- Applicant tracking data;
- Transactional reports for compensation, hiring, separations, promotions, and other employee actions;
- Data for performance management ratings; and
- Internal tracking reports such as the selection/decision log, adverse impact analysis form, or other related information.

HARASSMENT PREVENTION STRATEGIES

State of North Carolina Unlawful Workplace Harassment Policy states in relevant part: All employees have the right to work in an environment free from discrimination and harassing conduct. No State employee will engage in conduct that falls under the definition of unlawful workplace harassment, including sexual harassment discrimination, or retaliation, and no employment decisions made on the basis of race, sex, religion, national origin, age, color, disability, or genetic information.

Strategy #1: Commitment by the University to the prohibition of unlawful workplace harassment, sexual harassment, and retaliation.

UNCG is committed to providing a workplace environment in which employees are free of workplace harassment and retaliation. The State of North Carolina Unlawful Workplace Harassment Policy states, "No State employee shall engage in conduct that falls under the definition of unlawful workplace harassment, including sexual harassment discrimination, or retaliation, and no employment decisions made on the basis of race/color, gender, religion/creed, national origin, age, or, disabling condition." Unlawful Workplace Harassment is defined as unwelcomed and unsolicited speech or conduct based upon race, sex, creed, religion, national origin, age, color or handicapping condition as defined by G.S. 168A-3, political affiliation, or sexual orientation that creates a hostile work environment or circumstances involving quid pro quo harassment.

Any interference, coercion, restraint, or reprisal of any person complaining of unlawful harassment is prohibited.

Any former employee, full-time or part-time employee with either a permanent, probationary, trainee, time-limited permanent or temporary appointment who feels that he/she harassed in the workplace must do the following:

An **SHRA** employee who wishes to complain of unlawful workplace harassment should follow the University's SHRA Employee Grievance Policy. A grievance or complaint must be filed within 15 calendar days of the alleged event or action that is the basis of the grievance. Any grievance or complaint that alleges unlawful discrimination, harassment or retaliation shall be addressed and completed through the University Equal Employment Opportunity (EEO) Informal Inquiry process

before being considered in the formal internal grievance process. Except as provided herein, all other grievable issues discussed with the immediate or other appropriate supervisor in the employee's chain of command or other appropriate personnel or agency or University that has jurisdiction regarding the alleged event or action that is the basis of the grievance prior to filing a formal grievance. After the EEO Informal Inquiry process is completed, all grievable issues remaining may be considered in the formal grievance process if pursued by the employee.

EHRA Non-Faculty employees who wish to report workplace harassment should first attempt to resolve the complaint through discussion with the administrative official most directly empowered to address the matter. If this attempt proves unsuccessful, the employee may submit a complaint to the Affirmative Action Officer and must follow the Appeal Committee Guidelines for Designated Exempt Employees. A grievant must submit a petition for review of the complaint in a timely fashion to the Chair of the EHRA Non-Faculty Appeals Committee, with a copy to the Chancellor. Should the Committee determine that, if proven true, the alleged violations would constitute workplace harassment, a hearing must be held to give the grievant an opportunity to prove his or her allegations.

Faculty employees who wish to grieve should follow policies and procedures as set forth in Section 7 of the Regulations on Academic Freedom, Tenure, and Due Process. The Faculty Grievance Committee Policies and Procedures outline the Faculty Grievance Committee's responsibility to hear, pursue adjustment through mediation, and advise with respect to the adjustment of grievances of members of the faculty. The Committee shall make its written recommendations to the Chancellor following the conclusion of the hearing. A copy of the decision is provided to the Provost and to the appellant. The Procedures for UNCG Hearings in "Serious Sanction" Cases outlines the procedures for due process hearings. Further proceedings and appeals set forth in Section 7 of the Regulations on Academic Freedom, Tenure, and Due Process.

Strategy #2: Training and other methods to prevent harassing actions.

The Director of EEO and AA and his/her designee will be responsible for scheduling trainings on an annual basis to communicate the plan and development methods to evaluate program activities. Specific training will be developed for supervisors and employees. Additionally, an HR Representative will ensure that new hires receive appropriate Unlawful Workplace Harassment training during NEO.

Strategy #3: Process for prohibiting unlawful workplace harassment retaliation to all University employees.

The Director of EEO and AA and his/her designee will be responsible for assisting supervisors, managers, and the grievant in investigating and resolving cases alleging unlawful workplace harassment, discrimination or retaliation, as well as monitoring procedures and disciplinary actions of all alleged cases and serving as a resource person to all employees.

The Director of EEO and AA and Title IX Coordinator will be responsible for administering the Unlawful Workplace Harassment Policy and Plan, preventing and correcting any identifiable discrimination and/or unlawful workplace harassment. UNCG will, in all allegations of unlawful workplace harassment, review the totality of the circumstances to determine whether the alleged conduct constitutes unlawful workplace harassment.

Additionally, the Director for HR Business Partners and Employee Relations will oversee disciplinary actions and serve as a resource person to all employees. Both disciplinary actions and employee grievances or complaints involving SHRA personnel reported through the Banner Information System, which is tracked by UNC HR Data Mart.

Supervisors will be responsible for administering the policies, preventing and correcting any identifiable discrimination and/or unlawful workplace harassment, and creating an environment that is free of unlawful workplace harassment. UNCG will, in all allegations of unlawful workplace harassment, review the totality of the circumstances to determine whether the alleged conduct constitutes unlawful workplace harassment.

REDUCTION IN FORCE PROCEDURES

UNCG has the authority to separate an employee whenever it is necessary due to a shortage of funds or work, abolishment of a position, or other material change in duties or organization with regard to SHRA employee. UNCG complies with the Office of State Human Resource Reduction in Force policy and the Reduction in Force Priority policy. Retention of employees in classes affected by the following factors:

- type of appointment
- relative efficiency
- actual or potential adverse impact on the diversity of the workforce
- length of service

UNCG shall notify the employee in writing of separation as soon as possible and in any case not less than 30 calendar days prior to the effective date of separation. The written notification shall include the reasons for the reduction in force, expected date of separation, the employee's eligibility for priority reemployment consideration, applicable appeal rights, and other benefits available.

An SHRA employee separated by a reduction in force may appeal the separation only on the grounds listed in the Employee Grievance Policy.

UNCG complies with the Office of State Human Resource Reduction in Force Priority policy. Pursuant to the State Human Resources Manual, employees with career status (as defined by G.S. 126-1.1), who have received official written notification of imminent separation due to a reduction in force, are eligible for priority consideration under the provisions outlined in the manual. An employee shall receive priority consideration for one (1) month from the date of the official written notification.

DATA ELEMENTS

Workforce Availability

UNCG conducted an in-depth analysis of its total employment process to determine if any impediments to EEO exist by job group. Included in this analysis are those employment processes that impact SHRA employees.

As of 12/31/2017, the Job Group Analysis Data reported **one thousand ninety-five (1,095)** protected class SHRA employees working at UNCG representing **twelve (12)** SHRA Job Groups.

Workforce availability in equal employment opportunity planning determined by using the Population/Labor Force Compromise Method. The first step to conducting a population/labor force

compromise analysis is to identify the Standard Occupational Classification (SOC) categories in which underutilization exists. The OSHR, through the Integrated HR/Payroll System, provides data on the distribution of workers in the UNC system workforce.

The Business Objects (BOBJ) reports (B0170-178) automatically calculate underutilization using both the population and the population/labor force compromise methods. In addition, another report (B0023) provides for use in identifying the specific State job classifications in the UNCG workforce included in each SOC category. The BOBJ reports are the required source data for the population analysis and the population/labor force compromise analysis.

The Staffing Activity Report from UNC HR Data Mart reflects the representation data for recruitment and selection for hires and promotions.

Occupational Classification

The Standard Occupational Classification (SOC) system, a federal statistical standard used by federal agencies to classify workers into occupational categories for collecting, calculating, or disseminating data, is used by the State of North Carolina when evaluating workforce availability. Detailed occupations in the SOC with similar job duties, and in some cases skills, education, and/or training, are grouped. To facilitate classification and presentation of data, the SOC organized in a tiered system with four levels, ranging from major groups to detailed occupations. Detailed information on the SOC system can be found at <https://www.bls.gov/soc/#classification>.

The major categories used by UNCG for SHRA positions include:

302 - DIRECTORS (SHRA)
311 - ADMIN PERSONNEL (SHRA)
321 - COMP/TECH PERS (SHRA)
331 - LIBRARIANS
341 - INST SUPPORT (SHRA)
400 - TECHNICAL/PARAPROFESSIONAL
500 - SECRETARIAL/CLERICAL
510 - SECRETARIAL/CLERICAL SUPVSR
600 - SKILLED CRAFTS
610 - SKILLED CRAFTS SUPVSR
700 - SERVICE/MAINTENANCE
710 - SERVICE/MAINT SUPVSR

1. **Directors** - Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis.
2. **Professionals** - Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge.
3. **Management Related** – Occupations which support the internal operations of an agency, department or facility.

4. **Technicians** - Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or equivalent on-the-job training.
5. **Librarians** Administer libraries and perform related library services. Work in a variety of settings, including public libraries, educational institutions, museums, corporations, government agencies, law firms, non-profit organizations, and healthcare providers. Tasks may include selecting, acquiring, cataloging, classifying, circulating, and maintaining library materials; and furnishing reference, bibliographical, and readers' advisory services. May perform in-depth, strategic research, and synthesize, analyze, edit, and filter information. May set up or work with databases and information systems to catalog and access information.
6. **Administrative Support** - Occupations in which workers are responsible for internal and 10 external communication, recording and retrieval of data and/or information and other paperwork required in an office.
7. **Law Enforcement** - Occupations in where workers entrusted with public safety, security and protection from destructive forces.
8. **Service and Maintenance** - Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the public or which contribute to the upkeep and care of buildings, facilities or grounds of public property.
9. **Skilled Craft** - Occupations in which workers perform jobs which require special manual skill and thorough and comprehensive knowledge of the process involved in the work acquired through on-the-job training and experience or apprenticeship or other formal training programs.

Sub-categories are available in the Integrated HR/Payroll System for a more detailed analysis.

Race and Ethnicity

For the workforce availability analysis, the race/ethnicity categories are:

1. **White** (Non-Hispanic or Latino) – All persons having origins in any of the original peoples of Europe, North Africa or the Middle East.
2. **Black or African American** (Non-Hispanic or Latino) - A person having origins in any of the black racial groups of Africa.
3. **Hispanic or Latino** - A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.
4. **Asian** (Non-Hispanic or Latino) - A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
5. **American Indian or Alaska Native** (Non-Hispanic or Latino) - A person having origins in any of the original peoples of North and South America (including Central America), and who maintain tribal affiliation or community attachment.

Each racial group presented are by both Male and Female.

As of December 31, 2017, the SHRA Vet by SOC Category reflects 34 Self-Identified employees as Veterans and internal reporting of 6 reported ADA accommodations.

Program/Employment Objectives

UNCG has a few occupational categories within the University which resulted in underutilization where **five (5)** or more workers employed identified for employment opportunity planning. UNCG will estimate the capability for eliminating or reducing the underutilization through estimation of job openings.

The Director of EEO and AA, managers and supervisors of the work unit(s) that employ workers in occupational categories where underutilization has been identified are responsible for estimating job openings. This determination made by the number of openings that occurred during the twelve (12) months prior to the development of the plan. Although, UNCG has some expansion plans for the upcoming year the number of openings will minimally affect the SHRA job openings.

UNCG has some expansion plans for the upcoming year. The Moss Street Partnership School initiative will create a school space where students, teachers, administrators, family and community members engage in active learning and teaching. This project is an opportunity to change the lives of high-needs students by giving them access to opportunities they need to learn, grow, hope, and dream.

This partnership will result in UNCG hiring an estimated **forty (40)** teachers, professionals, and staff.

UNCG is preparing to create a pair of millennial campus districts, where professors and students can work with the private sector on an array of projects that are intended to boost a university's teaching, research and community service missions and drive economic development in the region. UNCG will hire an estimated **thirty-three (33)** new faculty members and several new deans to support these millennial campus districts.

Where there is underutilization of groups of employees in higher level jobs, managers and supervisors are encouraged to consider those underutilized groups of employees currently employed at lower levels. These employees will be qualified for immediate promotion or be able to acquire the skills necessary for promotion with additional training. UNCG's employment objectives were established by target adjustment by whole numbers.

In UNCG's Analysis Data as of 2017, UNCG had several Job Groups: (1) Administrative Support, (2) Management Related, (3) Officials and Administrators, (4) Professionals, (5) Protective Services, and (6) Technicians/Technologist that revealed underutilization. To increase utilization, UNCG will continue to review and monitor recruitment procedures to abolish any discriminatory practices, review recruitment process to ensure measures are incorporated to recruit a diverse pool of applicants, and ensure contact is maintained with diverse recruitment resources (including the Local Job Network), to ensure potential applicant's notification of employment opportunities particularly in the above-named Job Groups.

Identification and Correction of Issues

UNCG has identified barriers or issues in the EEO Plan. Some the corrective actions that will be taken to mitigate/eliminate the barriers or issues are as follows:

1. Develop new strategies and incentives for diversifying our pools in searches for new faculty and staff
2. Educate the University community on affirmative action recruitment strategies in support of ongoing efforts to increase the number of underrepresented faculty and staff
3. Provide training opportunities for managers and supervisors on affirmative action, cultural awareness, diversity, and encouraging attendance at cultural and ethnic events through NEO, EEO & DF and Demystifying UNCG HR Policies training programs
4. Ensure that search committees and other University committees are diverse and trained
5. Educate the University community on affirmative action strategies in support of ongoing efforts to increase the number of underrepresented faculty and staff.