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## IDENTIFICATION OF PROBLEM AREAS AND ACTION-ORIENTED PROGRAMS

[41 CFR 60-2.13(f) and 2.26]  
*Effective:* January 1, 2009



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The University's action-oriented 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 situations, and outreach activities to increase general awareness of the University's interest in recruiting minorities and women.

### Recruitment Procedures

Searches and affirmative action reports are required for all full-time permanent appointments and for all full-time term appointments longer than six months. These include "promotion" appointments where there is a change in title, change in job duties, and change in salary (sometimes deferred until beginning of fiscal year), but do not include administrative reclassifications and title changes based on evolving changes in work duties.

#### (1) Faculty

The Provost has oversight responsibility for the recruitment and appointment of faculty, though recommendations are made by the academic units and the Deans.

Procedures for recruiting new faculty distribute responsibility to several agents: Provost, the designated senior administrator in Academic Affairs, the Affirmative Action Network Representative, and the affirmative action liaison on each search committee. This wide-spread assignment of responsibility is consistent with the University's commitment to the affirmative action process and to the decentralization of personnel decision making within the University. The procedures for recruiting for and making appointments to faculty positions are described in documents included in Appendix II. Those procedures can be summarized as follows:

1. The position is defined in terms of duties required, level of appointment, and approximate salary.
2. The position is advertised in national journals and in listings with national professional job services; special approaches are made to individuals and organizations in touch with minority and women candidates; the position is advertised through all channels within the University. The University's status as an equal opportunity employer is noted prominently.
3. Job announcements refer to the University's compliance with affirmative action requirements. Applicants are encouraged to identify themselves as minority or female.
4. As part of each recommendation for a new appointment, a statement is filed which details the recruiting efforts and explains reason for the recommended appointment.

In accord with the above provisions, available positions are advertised in national, regional, and local media believed most likely to attract the attention of African Americans, women, and other minority candidates. Vacancy announcements are sent routinely to historically black colleges and universities, a list of which is provided to recruitment leaders by the Office of the Provost. A copy of that list is included in Appendix II. Before employment decisions are finalized, an affirmative action report is filed with the Provost or division Vice Chancellor and with the Affirmative Action Officer. Periodically the Provost reviews the affirmative action process for faculty employees, together with its results, with the Provost's Council.

Current activities related to the recruitment and retention of black faculty are described in Appendix II.

## (2) Staff Employees Not Subject to the State Personnel Act

The AVC for Human Resources has oversight responsibility for personnel administration for staff employees not subject to the State Personnel Act ( EHRA Non-Faculty), though employment decisions are made within the various divisions of the University.

The procedures described above for the recruitment of faculty apply generally to the recruitment for staff not subject to the State Personnel Act. The Affirmative Action forms AA-1 through AA-3 and instructions for recruiting EHRA Non-Faculty are included in Appendix V.

In addition, the Division of Academic Affairs and the Division of Student Affairs, the two divisions with the largest numbers of EHRA non-faculty employees, have procedures which reflect their particular needs. These are included in Appendix II.. In each of these sets of procedures, it should be noted that the Affirmative Action Network Representative has a vital role. Recruitment efforts include direct contact with colleagues, especially women and minorities in the field, listings in newsletters and journals that are addressed to minorities and women, and direct mailings to historically minority institutions. Human Resources strongly recommends that on position announcements the statement "Women and Minorities are encouraged to apply" is occasionally added, especially if the work force complement of the unit reflects a need for greater diversity.

## (3) Staff Employees Subject to the State Personnel Act

The Associate Vice Chancellor for Human Resources has oversight responsibility for recruitment of staff persons subject to the State Personnel Act though employment decisions are made within the various divisions of the University.

The Department of Human Resources has published guidelines and procedures for the recruitment of SHRA employees which publicize the University's commitment to affirmative action and policy on granting consideration for veteran's status. The "Employment Information Sheet," which is available to all applicants and walk-in clients of the Department of Human Resources, is included in Appendix II. It clearly states an invitation to self-identify as minority, female, or veteran. Procedures and forms used in the recruitment of SHRA employees show points of decision where the Affirmative Action Officer, who is also the Associate Vice Chancellor for Human Resources, can advise recruitment leaders of their affirmative action responsibilities with regard to specific applicants and allows for the intervention of the Affirmative Action Officer in the process.

## **Other Personnel Activities Related to the Affirmative Action Program**

The Affirmative Action Officer/Associate Vice Chancellor for Human Resources has the following general responsibilities for insuring that personnel functions are consistent with commitments contained in this Program. The following list is exemplary but not inclusive:

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

## **Promotional Opportunities and Training Programs**

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

Faculty positions allow progression to higher levels of the professorate according to the Regulations on Academic Freedom, Tenure, and Due Process. Faculty are selected for tenure awards and promotions to higher ranks without regard to race, creed, gender, national origin, age, disability, veteran status, political affiliation, or sexual orientation. It is the responsibility of the Provost, the 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 being performed. Reclassifications or career progressions are recommended whenever the position study indicates a need.

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 and enhance existing ones. Faculty and staff employees are provided opportunities for professional development. Special efforts are made to encourage minorities and women to engage in professional development activities. The Department of Human Resources has responsibility for providing internal training programs for staff. Many of its programs also are useful for faculty supervisors.

### **Impact Analysis in Reduction in Force**

The University makes affirmative efforts in any necessary reduction-in-force action to maintain women and minority employees in numbers that reasonably reflect the availability of such persons in relevant pools. Before reaching decisions about the necessity of reduction-in-force actions, the University examines all reasonable alternatives.

In cooperation with the Affirmative Action Officer, the head of the affected unit prepares a report, preliminary to any action, which (1) identifies minority and women employees who would be adversely affected by the layoff, (2) analyzes the effect such a layoff would have on affirmative action progress of the unit, and (3) describes alternative measures which were considered and/or implemented to avert or reduce any adverse impact on affirmative action goals. This preliminary report is provided to the Provost or to the Vice Chancellor of the affected unit and to the Chancellor for information before any reduction-in-force action is taken.

If, in determining that a reduction-in-force action does adversely affect affirmative action goals, efforts will be made to minimize or prevent that effect unless such efforts would take away the superior vested rights of other employees.

### **Outreach Activities**

The University encourages representation by faculty and administrative staff on community councils, boards, and organizations which promote the employment of women and minorities. (See Appendix VI.)

In addition, the University encourages its members to participate at the state and national level in various professional organizations which address issues of minorities and women. University persons regularly participate in conferences sponsored by their professional organizations which focus on issues of campus diversity. Though most of these organizations do not conduct formal "job fairs," the contacts made do allow for both specific and general recruitment activities. Some of these organizations offer formal placement centers at national and regional meetings, special training programs, mailing lists of individuals who are in the target groups, and publications which are likely to reach members of those groups.

The University offers a unique environment for its own faculty and staff to become more sensitive to diversity issues. Members of the campus community have many opportunities throughout the year to hear speakers and participate in programs on this topic. (Appendix II provides a listing of recent and planned activities on diversity.)

For all categories of University employees, vacancy announcements are sent routinely to the local North Carolina Employment Security Commission, the North Carolina Rehabilitation Office, and other specialized agencies which may serve as referral sources. (See current listing in "Current and Planned Outreach Activities" in Appendix II.) In addition, all vacancy announcements are posted to the Web.

Current outreach efforts designed to improve the diversity of the University's work force are included in Appendix II.

### **Performance Appraisal**

It is the policy of The University of North Carolina at Greensboro that the work performance of all permanent employees subject to the State Personnel Act shall be appraised at least annually by the immediate supervisor of the employee. Performance appraisal shall be job related and shall not be influenced by race, color, creed, religion, sex, national origin, political affiliation, gender, sexual orientation, disability, veteran status, or age (as provided by law). By adopting this policy, the University shall achieve the following goals:

- increase 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.

The Department of 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 State Personnel Commission, 2) planning and conducting all training and supervisory personnel, 3) continuously monitoring the program, and 4) periodically evaluating the program.

### **Grievance Procedure**

The University of North Carolina at Greensboro encourages employees to bring forward concerns about work-related issues in a constructive and orderly way. Employees should actively seek resolution of grievances within their work units by initiating discussions of their concerns with their immediate supervisors within reasonable time frames. Should direct communication between an employee and the supervisor not produce a resolution of an employee's concerns, the employee has available a formal grievance procedure designed to provide a fair review of the matter and to stimulate recommendations for the resolution of the grievance.

A committee, the University Employee Relations Committee, is established under this policy for hearing appeals of grievances brought under it. Fifteen members are appointed by the Chancellor with representation to reflect the various job groups of the University as defined under the University Affirmative Action Program. The Associate Vice Chancellor for Human Resources serves as ex officio (nonvoting) member of the Committee. Final authority for resolving disputes involving employees covered under this policy has been delegated by the Chancellor to the Vice Chancellor for Business Affairs.

A copy of the policy and procedures is kept in an accessible form in all University unit offices and is available via the UNCG Human Resources home page on the Web "<http://web.uncg.edu/hrs/>". A summary of the statement is distributed annually to current University employees covered by the policy. New employees, to whom it pertains, receive copies of it during new employee orientation sessions.

### **Transfer and/or Separation**

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

### **Compensation and Benefits**

All staff are compensated according to procedures promulgated by the Office of State Personnel without regard to race, creed, color, religion, gender, national origin, political affiliation, sexual orientation, veteran status, disability, or age.

Generally, employees who have appointments of at least nine months at three-quarter time 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 participation in the University's Optional Retirement Program. The Department of Human Resources is responsible for determining eligibility for benefits.

The Department of Human Resources regularly holds benefits orientation meetings to inform employees of benefits options and to complete the necessary paperwork. Employees are required to attend such an orientation, or its equivalent, as soon as possible upon being employed by the University.

The Division of Employee Services in the Department of Human Resources offers benefits planning seminars on a regular basis. Notification of changes in the University's benefits program is communicated through the Campus Weekly and the Human Resources Website.

### **Monitoring and Evaluation**

The Affirmation Action Committee meets annually to review the Affirmative Action Program and give direction to the Affirmative Action Officer regarding program emphasis for the next year. The Affirmative Action Officer disseminates this information to all UNCG managers and supervisors through meetings and written communication. Additionally, the Affirmative Action Representatives meet at least once a year to review and discuss the Affirmative Action Program and goals and issues that may need attention.